

UNIVERSITY OF CAPE COAST

EFFECT OF WORK FAMILY CONFLICT ON JOB PERFORMANCE AT
CAPE COAST TECHNICAL UNIVERSITY

BY

MARTHA KRAH

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

NOVEMBER 2023

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:

Supervisor's 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.

Supervisor's Signature..... Date.....

Name: Dr Mrs. Dorothy Amfo-Antiri

ABSTRACT

The study sought to investigate the effect of work family conflict on job performance at Cape Coast Technical University. To achieve the purpose of the study, three research objective were set; to analyze the effect of time-based conflict, strain-based conflict and behavioral-based conflict on job performance at Cape Coast Technical University. The study adopted an explanatory research design and a quantitative approach. The population comprised of the senior and junior staff totaling 218. The study further utilized the Krejcie and Morgan sample determination table to determine a sample size of 130. Since, the sample included the junior and senior staff, the study adopted the stratified random sampling technique in selecting respondents from the strata. The study adopted a structured questionnaire for gathering primary data. The variables measured using validated scales. For study, the answers to the questionnaire were coded, and incorporated into version 25.0 of the Social Science Statistics Software Package (SPSS). Data was analyzed with descriptive and inferential statistics. Frequency and percentages were used to analyse the demographics of the respondents whilst linear regression was used to analyse the research objectives. The results of the study elucidated that unit increase the proportion of the time allocated to work over family roles increases the level of job performance by 0.798. Similarly, the study revealed that increase the level of strain staff goes through to meet their job demands reduces their job performance by -0.007. Lastly, it was found that high level of behavioural based conflict reduces performance. The study recommended that management of the University should balance the schedules of the staff so that they can make time for their family.

KEY WORDS

Time-based conflict

Strain-based conflict

Behavioral-based conflict

Job performance



ACKNOWLEDGEMENT

I would like to express my sincere gratitude to my supervisor, Dr. Mrs. Dorothy Amfo-Antiri of the Department of Human Resource Management, of the School of Business, University of Cape Coast for her professional guidance, advice, encouragement and the goodwill support, encouragement, meticulous reading, constructive criticisms and useful suggestions that guided my work I am very grateful.

I would also want to extend my appreciation to my parents, brothers and sisters for giving me their unequivocal support throughout, as always, for which my mere expression of thanks likewise does not suffice.



DEDICATION

This work is dedicated to my parents, sisters, brothers and my children



TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
KEY WORDS	iv
ACKNOWLEDGEMENT	v
DEDICATION	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	xi
LIST OF FIGURES	xii
CHAPTER ONE : INTRODUCTION	
Background to the Study	1
Statement of Problem	4
Purpose of the study	5
Objectives of the Study	5
Research Questions	5
Significance of the Study	6
Delimitations of the study	6
Limitations	6
Definition of Terms	7
Organisation of the Study	8
Chapter Summary	8
CHAPTER TWO: LITERATURE REVIEW	
Introduction	10
Theoretical Review	10

Role Theory	10
Conservation of Resource Theory	12
Concept of Work-Family Conflict	14
Time-Based Conflict	15
Strain- Based Conflict	18
Behavior-Based Conflict	21
Concept of Job Performance	22
Task Performance	23
Contextual Performance	24
The relationship between Time-based Work-Family Conflict and Job Performance	27
The Relationship between Strain-based Work-Family Conflict and Job Performance	28
The Relationship between Behavioural Conflict and Job Performance	29
Nexus between Work-family conflict and Job performance	30
Empirical Review	31
Lessons from the Empirical review	33
Conceptual Framework	34
Chapter Summary	35
CHAPTER THREE: RESEARCH METHODOLOGY	
Introduction	36
Research Approach	36
Research Design	37
Study Area	38
Population	39

Sample and Sampling Procedure	39
Data Collection Instrument	40
Reliability and Validity of Instrument	41
Data Collection Procedure	42
Data Processing and Analysis	43
Ethical Consideration	43
Chapter Summary	44
CHAPTER FOUR: RESULTS AND DISCUSSIONS	
Introduction	45
Demographic Information	45
Effect of Time-based conflict on job performance at Cape Coast Technical University	48
Effect of strain-based conflict on job performance at Cape Coast Technical University	50
Effect of behavioral-based conflict on job performance at Cape Coast Technical University	52
Chapter Summary	54
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
Introduction	55
Summary of the study	55
Summary of Key Findings	55
Conclusions	56
Recommendations	57
Suggestion for Further Studies	58

REFERENCES

60

APPENDIX

69



LIST OF TABLES

Table	Page
1 Population	39
2 Sample size determination	40
3 Reliability	42
4 Demographics information of Respondents	45
5 Model Summary	48
6 ANOVA ^a	49
7 Coefficients	49
8 Model Summary	50
9 ANOVA	51
10 Coefficients	51
11 Model Summary ^b	52
12 ANOVA	53
13 Coefficients	53



LIST OF FIGURE

Figure		Page
1	Conceptual Framework	34



CHAPTER ONE

INTRODUCTION

Changes in workplace and worker demographics have made it even more important to study the relationship between work and family. Research on work-family conflict has advanced over the past few decades and has led to the development of theoretical models, empirical research, and organizationally supported work-family initiatives. As organizations try to help employees balance work and family demands, a growing body of research is being conducted on family conflict at work. In addition to the rapid increase in the number of married women entering the workforce while retaining most of their family and household responsibilities (Jackson, Tal, & Sullivan, 2003), interest in this topic is largely driven by the recognition that work and family are extremely important to employee performance. Therefore, it is important to understand the consequences that the conflict between the professional-family sphere may have in the work context and employee outcomes such as performance.

Background to the Study

Work-family conflict has become an increasingly important topic in organisational behaviour and human resource management research (Dodanwala, San Santoso, & Shrestha, 2022). This is because the work-family conflict has been verified to be correlated with the employee's work life, family life, public health, and well-being (Liu & Low, 2011). It also plays a negative role in organisational performance, commitment and strategy. Acknowledging the prevalence of work-family conflict and its negative outcomes is therefore critical to developing human resource policies and organisational strategies.

Overall, researchers are recognizing that work-family conflict is a multi-dimensional construct. Work-family conflict is conceptualized as a construct with dual directions; work-to-family and family-to-work. Work-to-family conflict arises when an individual gives more time to work, which results in conflict with family demands (Mäkelä & Suutari, 2011; Byrne & Barling, 2017). It actually determines the degree of stress for an employee when employees spend more time working, which results in less time available for the family. However, family-to-work conflict is demands within the family that interfere with the work domain. Although both conflicts may have a bidirectional conception, empirical studies argue that the influence of work on the family is stronger and more frequent than the influence of family on work (Geurts & Demerouti, 2002; Byron, 2005). Therefore, this study is centered on work family conflict.

For researchers such as Geurts (2002) or Greenhaus and Beutell (1985), the conflict between work and family can be associated with time-based conflict; strain-based conflict and behavior-based conflict. The time-based conflict that is related to the time required to play a role, which affects the time available to perform the other; strain-based conflict, which is characterized as the pressure that each activity imposes on individuals, affecting the requirements to perform another task; the latter is related to the incompatibility of behaviours expected in the development of each role, called behaviour-based conflict. In many cases, it has become apparent that individuals' emotions, attitudes, problems and stress are taken from home to work and from work to home. This interface mechanism, which is associated with work and family consequently negatively affects the performance of employees.

Job performance is the productivity of each employee (Soomro, Breiteneker, & Shah, 2018). It is an outcome of an employee, which he or she produces in return of some tangible and non-tangible returns. In this connection, research indicates that employees who enjoy greater participation in decision making are more productive than those who do not. Employees participating in the decision-making process feel privileged and will develop a stronger attachment to the organisation, which in turn results in a higher level of job performance (Lem & Schaubroeck, 2002). Similarly, employee loyalty is equally paramount in determining the productivity of employees, as loyal employees are more productive than disloyal ones (Frone et al., 1992). Accordingly, stress variables like work-family conflict can interfere with employee loyalty and participation, which can influence performance in a positive or negative way.

Previous research has verified the concept and influencing factors of work-family conflict based on the role theory and the conservative resource theory (Ng & Feldman, 2008; Powell, 2010). Role theory holds that individuals have multiple roles, at work and in families, and need to assume different responsibilities and obligations in different environments (Liu & You, 2019). The role theory is relevant to the study because it predicts that the expectation surrounding each of these different roles a person performs can generate inter-role conflict. This because these roles involve pressure to dominate the time of the focal person to satisfy all expectations of his or her work and family roles since each role requires time, energy and commitment. Meanwhile, following the conservation of resources theory, individual energy and resources are limited, and when individuals use their resources in one sphere (e.g. work), there

is a scarcity of resources in another sphere (e.g. family), which increases the possibility of conflicts.

Statement of Problem

The majority of WFC literature has not specifically tested the different sources of conflict (i.e., time, strain, and behavior) even though the work of Greenhaus and Beutell (1985) remains a cornerstone of theoretical assumptions. The study model seeks to address these issues by focusing on a time, strain and behavioral-based model of work and family linkages. Additionally, most studies have focused on overall job performance measures, overlooking the potential impact of work-family conflict on specific aspects of job performance, such as task performance and contextual performance (Tualai, & Aima, 2022). Examining the differential effects of work-family conflict on various dimensions of job performance can provide a more comprehensive understanding of its implications for employee effectiveness.

Anecdotal evidence gathered depicts that employees at CCTU share sentiments about their employees' problems and stress levels outside the work environment. The employees face contrasting demands, leaving home so early to work. Female employees especially act as wife, mother, child bearer, caretaker of children and the sick members of the family. There is the conflict of loyalty as the employees finds it difficult to settle the different demands as an employee and that of their family. Therefore, the authorities have had concerns about work-home conflicts since it has been a complex problem of late.

Meanwhile, an inspection of extant research depicts mixed findings regarding the effects of work-family conflict on job performance (Gilboa et al.,

2008; Karatepe, 2008). Using work to family conflict and family to work conflict scales interchangeably might have been partially responsible for inconsistent findings concerning the relationship between two directions of work-family conflict and job performance (Witt & Carlson, 2006). With this realization, unlike the majority of past and recent studies, the present study tests conflicts in the work-family interface on job performance with time-based conflict; strain-based conflict and behavior-based conflict.

Purpose of the study

The purpose of the study is to assess the effect of work-family conflict on job performance at Cape Coast Technical University.

Objectives of the Study

1. To analyze the effect of time-based conflict on job performance (task and conceptual performance) at Cape Coast Technical University.
2. To analyze the effect of strain-based conflict on job performance at Cape Coast Technical University
3. To analyze the effect of behavioral-based conflict on job performance at Cape Coast Technical University.

Research Questions

1. What is the effect of time-based conflict on job performance at Cape Coast Technical University?
2. What is the effect of Strain-based conflict on job performance at Cape Coast Technical University?
3. What is the effect of Behavioral-based conflict on job performance at Cape Coast Technical University?

Significance of the Study

The findings of this study will be used by the University management, particularly the Human Resource Departments. The study will assist the management in better understanding work-family conflict and how it impacts or affects individuals, either favourably or unfavourably. Human resource management students will learn about work-life conflict practices and the link between work-family conflict and employee performance. The study will also fill a vacuum in the literature on work-family conflict and job performance in the educational sector in Ghana.

Delimitations of the study

The study focused on work family conflict on job performance at Cape Coast Technical University. The study captured the senior staff and junior staff of the university. Since there are a number of factors that can influence job performance, the study aimed at assessing particularly, the impact of work-life conflict dimensions, namely time, strain, and behavioural based conflicts on job performance. The study was carried out within the period of January 2022 to May 2022. Data was gathered with a structured questionnaire from a randomly selected employee.

Limitations

Assessing the impact of work-family conflict (WFC) on job performance among staff at Cape Coast Technical University (CCTU) is a valuable undertaking with the potential to inform policy and practice at the university. However, it is crucial to acknowledge the potential limitations of such research to ensure the validity and generalizability of the findings. First, data collection methods, such as self-reported questionnaires, may be

susceptible to bias, as individuals may not accurately recall or report their experiences of WFC or job performance. Social desirability may also influence responses, leading to an underestimation of WFC or an overestimation of job performance. Also, the cross-sectional nature of the study limits the ability to establish causal relationships between WFC and job performance. Longitudinal studies that track changes in these variables over time are needed to provide stronger evidence of causality. Lastly, single-institution focus: Focusing on a single institution limits the ability to identify how WFC-job performance relationships may vary across different organizational cultures, policies, and practices.

Despite these limitations, research examining the impact of WFC on job performance among CCTU staff remains valuable. By acknowledging these limitations and implementing rigorous research methods, researchers can provide insights that can inform policy and practice at CCTU and contribute to the broader understanding of work-life balance and employee well-being.

Definition of Terms

For the purpose of this study, key variables and terms are defined to provide unambiguous meaning to terms that otherwise might be interpreted in different ways in this study.

Work-family conflict: The strain, time pressure and inter-role conflict experienced by employees occurring as a result of either the general demands and strain created by the job interfering with one's ability to perform family related responsibilities or demands and strain created by the family roles interfering with one's ability to perform job-related responsibilities

Time-based Conflict: Work-family conflict experienced when time pressures of one role prevents an employee from being able to allot time to meet the demands of another role.

Strain-based Conflict: Work-family conflict experienced when pressure or strain from either family or work role affects how a person performs in another role.

Behaviour-based Conflict: Work-family conflict experienced when behavioural patterns required and exhibited in one role are incompatible with those required from another role.

Organisation of the Study

The study is divided into five chapters. The background of the study, the problem statement, the study objectives, research questions, the significance of the study, the nature and limitation, and the study organisation were all covered in chapter one. The second chapter was devoted to a review of the literature on work-life balance and employee performance. The definition of methodology and procedure for the conduct of the research was included in chapter three. Chapter four was concerned with real data analysis and discussions. A summary of the findings, conclusions, recommendations and areas for further study was drawn up in chapter five.

Chapter Summary

The purpose of Chapter 1 is to introduce the study and provide background information to establish the context for the research. The chapter begins by introducing the research topic and motivation for conducting the research. The chapter then provides an overview of the literature review, which is used to identify gaps in existing knowledge and provide a rationale for the

current study. Next, the chapter outlines the specific research problem or question that the study aims to address. Finally, the chapter concludes by discussing the significance of the study and reiterating the main takeaways.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter is made of the theoretical review, conceptual review, empirical review, and conceptual framework. The theoretical review constituted the role and conservation of resource theories. The conceptual review entailed the concept of work family conflict, the dimensions of work family conflict, the concept of job performance, nexus between work family conflict and job performance. The empirical review entails recently published papers that establish the link among the variables. The conceptual framework depicts the diagrammatic representation of the relationship between the dimensions of WFC and job performance.

Theoretical Review

The theories adopted for the study are role theory and conservation of resource theory.

Role Theory

Role theory, also known as social role theory, is a sociological concept that examines how individuals' behavior is shaped by the social roles they occupy. The theory suggests that individuals adopt different roles in various social contexts, such as family, work, and community, and that these roles carry with them specific expectations and norms that influence how individuals behave. The concept of social roles has been explored by various sociologists and social psychologists throughout history. Some notable contributors to role theory include George Herbert Mead (1863-1931): Mead's concept of the "self" and the "me" laid the foundation for understanding how individuals develop a

sense of self and how they navigate social roles. Ralph Linton (1893-1953): Linton introduced the concept of "status" and "role," differentiating between the social position an individual holds (status) and the behaviors associated with that position (role). Talcott Parsons (1902-1979): Parsons's structural-functional perspective emphasized the importance of roles in maintaining social order and fulfilling societal functions.

Role theory states that experiencing ambiguity and/or conflict within a role (intra-role) will result in an undesirable state. Role theory also proposes that multiple roles lead to personal conflict (inter-role) as it becomes more difficult to perform each role successfully, due to conflicting demands on time, lack of energy, or incompatible behaviors among roles (Greenhaus & Beutell, 1986; Kahn et al., 1964). WFC's theoretical paradigm can be viewed in light of role theory (Greenhaus & Beutell, 1986), which claims that conflict is experienced when an individual's function in one domain (work) is incompatible with the performance of the other domain (family) (Burke & El-Kot, 2010).

When job expectations (extended working hours, restrictive work schedules, and an unsupportive workplace culture) conflict with family duties, WFC occurs. In a similar vein, continuous conflict occurs when housekeeping, child and senior care, as well as a lack of social support, conflict with work obligations. WFC's theoretical paradigm and work/life balance can be viewed in light of role theory (Greenhaus & Beutell, 1986), which claims that conflict is experienced when an individual's function in one domain (work) is incompatible with the performance of the other domain (family) (Burke & El-Kot, 2010). When job expectations (extended working hours, restrictive work schedules, and an unsupportive workplace culture) conflict with family duties,

WFC occurs. In a similar vein, continuous conflict occurs when housekeeping, child and senior care, as well as a lack of social support, conflict with work obligations.

The theory, according to Greenhaus and Beutell (1986), defines three conflict dimensions. The first is a time-based conflict, which occurs when one position requires more time and leaves less time for participation in the other. Work-related time includes working hours, commuting time, overtime, and shift time, whereas family-related time includes time spent completing duties at home, which is determined by marital status, family size, children and dependent parents, and a lack of social support. Second, strain-based conflict develops when the stress and weariness associated with performing one domain's duty has an impact on the work of the other domain. Finally, behavior-based conflict develops when performance in the two domains is incompatible, such as when expressiveness, emotionality, and sensitivity are family traits but are regarded dysfunctional at work (Carlson et al., 2000; Parasuraman & Greenhaus, 1992). This theory is relevant to the study because it captures the three dimensions of WFC which are considered in the study.

Conservation of Resource Theory

Persons and environmental resources are unique to all people, according to the COR theory (Hobfoll, 1989), and individuals are instruments for achieving essential life and job goals. The conditions, human attributes, and energy used to acquire the advantages of individuals and organisations are widely defined as "resources" in COR theory. Individual well-being (such as pleasant feelings, pleasure) and happiness (such as autonomy) are social psychological resources useful in life, according to this perspective. The

primary premise of COR theory is that people: want to acquire and protect resources in order to deal with stressful events and avoid negative outcomes; invest in available resources in order to build resources.

Several stress theories are included in the Conservation of Resources (COR) model (Hobfoll, 1989). Individuals, according to the COR model, want to obtain and keep resources. Stress is a reaction to an environment in which there is a threat of resource loss, actual resource loss, or a lack of expected resource gain. Objects, conditions, human attributes, and energies are all examples of resources. The following three categories are particularly important to this collection of work. The conditions of married status and tenure are examples of prized and sought-after family and work resources. Personal qualities serve as stress-relieving resources. Self-esteem is seen as one of these resources (Rosenberg, 1979). Time, money, and knowledge are examples of energies, which can be used to gain additional resources. Stress can be caused by the loss of these resources, or the fear of such a loss.

The COR model explains both intra- and inter-role stress consequences. Employees who are suffering work role conflict, for example, may begin to believe that they are unable to perform the job successfully. As a result, people may be compelled to devote more resources to their work function for fear of losing their employment. According to the COR model, inter-role conflict causes stress since resources are lost while managing both work and family responsibilities. These prospective or actual resource losses result in a negative "state of being," such as discontent, despair, anxiety, or bodily tension, as well as poor performance. To replace or safeguard the threatened resources, some form of behaviour, such as planning to leave the job, is required. If this conduct

continues, it may have a negative impact on job performance (Hobfoll & Shirom, 1993; Wright & Cropanzano, 1998). The COR theory is important to the research because it provides a theoretical framework for understanding the work–family literature. For starters, it proposes specific theories concerning the connections between work and family duties and a variety of outcomes, such as low performance.

Concept of Work-Family Conflict

Work-family conflict occurs when employment and family commitments are conflicting (Edwards & Rothbard, 2000; Greenhaus, Allen & Spector, 2006; Greenhaus & Beutell, 1985). Work-family conflict is a type of inter-role conflict characterized by negative spillover from work-to-family domains (Greenhaus and Beutell, 1985; Mäkelä & Suutari, 2011; Byrne & Barling, 2017). When employees spend more time working and less time with their families, it has a significant impact on their stress levels. Because the two realms elicit different demands, priorities, norms, expectations, and necessities, friction between the two roles, career and family, is unavoidable (Fredriksen & Scharlach, 2001; Shaffer et al., 2016).

Work-family conflict arises when a person devotes more time to their work than to their family, resulting in a conflict. As a result, work and family obligations are mutually exclusive, and devoting time to one cause conflict with the other (Hughes et al., 1992). Rushing through pressing tasks and realigning calendars to meet conflicting expectations can be exhausting (Barnett, 1994), and an employee may struggle to maintain a good work-family balance in this situation. Greenhaus and Beutell (1985) divided WFC into three types: time-based, strain-based, and behavior-based conflicts. Time-based conflict is

defined as overlapping schedules that create tensions between work and home responsibilities, making it physically and psychologically impossible to be present in both roles as expected. Strain-based conflict refers to difficulties in the workplace and at home that generate mental and emotional strain, making it difficult to satisfy the demands of other areas of life.

Different behavioral demands in the job and family domains, as well as the incapacity to change one's behaviour in each life domain, are referred to as behavior-based conflict (Fu & Shaffer, 2001; Greenhaus & Beutell, 1985). Work-family conflict, in any of its three forms (Frone, Russell, & Cooper, 1992; Maertz & Boyar, 2011; Streich, Casper & Salvaggio, 2008; Wesley & Muthuswamy 2005; Anafarta, 2011), is bidirectional in nature.

These dimensions are further elucidated in the subsequent sections.

Time-Based Conflict

A person's time may be divided between multiple roles. Time spent on one role's activities cannot usually be used for another role's activities. Time-based conflict is congruent with Pleck et al. (1980)'s excessive work time and schedule conflict dimensions, as well as Kahn et al. role's overload dimension (1964). Time-based conflict can take two forms: time pressures associated with membership in one role may make it physically impossible to comply with expectations arising from another role; pressures may also cause a preoccupation with one role even when meeting the demands of another role is physically tempting (Bartolome & Evans, 1979).

Work-family conflict is linked to the number of hours worked per week (Nart, & Batur, 2014), as well as the number of hours worked/commuted per week (Dartey-Baah, 2015). The amount and frequency of overtime, as well as

the prevalence and irregularity of shiftwork, have all been linked to work-family conflict (Vong, & Tang, 2017). The inflexibility of the work schedule, in addition to the sheer number of hours worked per week, can cause work-family conflict (Lin, Chen, & Sun, 2015). Indeed, Yu, Wang and Huang (2018), employed work schedule management to explain why university professional staff members had more severe work-family friction than faculty members. Faculty members worked longer hours than staff members, but their schedules were supposedly more flexible.

Flexible working hours, on the other hand, cannot be assumed to automatically lessen work-family conflict for all employees. Goswami, (2014) concluded that the "modest" schedule flexibility in the agency they studied may have been insufficient to reduce conflict among those with primary childcare responsibility, such as employed mothers, in their thorough investigation of a flextime programme in a government agency. As a result, the level of flexibility allowed and the demands of employees may both have an impact on the occurrence of work-family conflict. Several research have found that an employee's behaviour and work-family conflict have a beneficial association (Bhowon, 2013). These connections may indicate extreme employees' proclivity to work the longest hours and travel the most (Howard, Cunningham, & Rechnitzer, 1977). As a result of its influence on time commitment to the job role, an employee's personal orientation has an impact on work-family conflict.

Work-family conflict can arise when a person's family position requires them to spend a lot of time on family activities. Achour, Grine, and Roslan Mohd Nor, (2014) showed that married people have greater work-family conflict than unmarried people, which supports this theory. In a similar way, it's

reasonable to assume that parents have greater work-family conflict than nonparents. Although there has been conflicting support for this expectation (Ahmad, & Ngah, 2011; Jin, Sha, Shen, & Jiang 2014), having primary responsibility for child upbringing could be a key cause to work-family conflict.

Parents of younger children (who are more prone to be demanding of their parents' time) have more conflict than parents of older children, according to several studies. Large families have also been linked to higher levels of work-family conflict than small families, owing to their higher time demands (Chelariu & Stump, 2011).

Large families, according to Zahoor, Malik, and Atta, (2019), cause tension particularly for women whose spouses are heavily involved in their own job lives. It's possible that a man who is extremely focused on his work pays little time to his family, adding to the already significant time demands placed on his wife by a large family. Pillay and Abhayawansa (2014), found that a woman's level of work-family conflict is closely connected to the amount of hours her husband works per week, which supports this theory. Women's family role pressures may also be influenced by the number of hours they work outside of the home. Beham, (2011), for example, discovered that married women who work part-time are more likely to have home-related disputes than women who work full-time. Women with part-time jobs, according to Hall and Gordon, may be overworked and experience role overload since they work outside the home and are also full-time housewives. It's possible that part-time work (at least for women) may not necessarily reduce family time demands and, in fact, may raise the total number of pressures to which the individual is subjected.

The impact of a woman's work schedule on her husband's conflict is more ambiguous. The level of work-family conflict experienced by a husband appears to be unaffected by whether his wife works outside the home (Adisa, Osabutey, & Gbadamosi, 2016). Husbands of managerial/professional women, on the other hand, have been reported to have higher work-family conflict than husbands of non-managerial/non-professional women (Greenhaus & Kopelman, 1981). It's likely that women in managerial or professional positions work enough longer hours to put great pressure on their husbands to participate more heavily in family activities, which may conflict with his work obligations. The empirical research findings are typically in line with the concept of time-based conflict. Job schedules, work orientation, marriage, children, and spouse employment patterns can all put pressure on people to participate heavily in their work or family roles. When these time constraints clash with the demands of the other role domain, conflict arises.

Strain- Based Conflict

Role-produced strain is a second type of work-family conflict. Workplace stressors have been shown to cause strain symptoms such as tension, anxiety, exhaustion, depression, apathy, and irritability (Hamid & Amin, 2014; Yu, 2016). When strain in one function impacts one's performance in another, strain-based conflict occurs, which is consistent with Kislev, (2022)'s fatigue/irritability dimension. The roles are incompatible in the sense that one's stress makes it impossible to meet the needs of the other. Job-family conflict has been demonstrated to be positively connected to ambiguity and/or conflict within the work function (Madhavi, 2015; Luk, & Shaffer, 2005). Work-family conflict appears to be exacerbated by low levels of leader support and

interaction facilitation (Madhavi, 2015). Physical and psychological work demands were positively connected to numerous types of work-family conflict, according to Adisa, Osabutey, & Gbadamosi, (2016). In addition, Burke et al. Christiana and Ogbogu, (2013) discovered that the rate of work environment changes, engagement in boundary-spanning activities, stress in communications, and mental attention required at work were all linked to work-family conflict.

Work-family conflict was also found to be adversely associated to task challenge, variety, and relevance, but positively related to task autonomy, according to Lee, Zvonkovic, & Crawford, (2014). Adisa, Osabutey, and Gbadamosi, (2016), on the other hand, found no link between conflict and various work scope characteristics. Additional research that finds a negative job scope-conflict relationship would lend credence to the theory of strain-based conflict, because some employees who work on nonchallenging, routine, unimportant tasks experience high levels of strain (Brief et al., 1981), which can lead to work-family conflict. Jones and Butler's positive relationship between autonomy and conflict is more difficult to explain, especially when autonomy was linked to such positive outcomes as job satisfaction and organisational satisfaction in their study. Although it's possible that having too much autonomy can lead to qualitative overload and strain (and hence conflict), more research is needed to determine the impact of autonomy and discretion on strain and conflict.

It should be emphasized that the data of Mesmer-Magnus, and Viswesvaran (2006), are likewise consistent with the concept of strain-based conflict. Certain stressful experiences at work (particularly, adjusting with a

new job, poor job-person fit, and disappointment due to unmet expectations), according to Rastogi, Rangnekar and Rastogi (2016), cause weariness, tension, worry, or frustration, making it harder to pursue a satisfying nonwork life. Furthermore, the fact that job burnout can have a detrimental influence on the quality of an employee's family life provides indirect proof (Julien, Somerville, & Culp, 2011). Employees who suffer from "interaction fatigue" at work may withdraw from personal contact at home, according to Maertz and Boyar, (2011). In summary, work-family conflict has been linked to a number of work pressures. It is crucial to note, however, that long-term commitment in a certain role can also cause strain symptoms. As a result, long and rigid work hours, considerable travel, and overtime may indirectly contribute to both strain-based and time-based conflict. Although conceptually distinct, time-based and strain-based conflict are likely to share some common origins inside the workplace.

High levels of work-family conflict have been linked to family conflict, whereas supportive spouses may shield each other from high levels of work-family conflict (Mansour, & Tremblay, 2018). Furthermore, Kalliath, & Kalliath, (2015) discovered that a pro-feminist husband (with presumably supporting actions) can protect his wife from the tension that comes with considerable activity outside the home.

Furthermore, Beutell and Greenhaus (1982) discovered that women with work inclinations that differ from their spouses face more significant conflict between home and non-home duties. Husband-wife disagreements over family roles and husband-wife views toward a wife's employment status can also cause family strife (Shockley, & Allen, 2013). Disagreements in core views between spouses are likely to damage the mutual support system and cause stress. Taken

together, these data imply that work-family conflict may be exacerbated by pressure, disagreement, or a lack of support within the family unit. Family role features that require a lot of time, much like at work, might cause strain either directly or indirectly (Vieira, Matias, Lopez, & Matos, 2018).

Behavior-Based Conflict

Specific in-role behaviour patterns may be incompatible with expectations for behaviour in a different position. The male management stereotype, for example, has been suggested to emphasize self-reliance, emotional stability, aggression, and objectivity (De Simone, Lampis, Lasio, Serri, Cicotto, & Putzu, 2014). Family members, on the other hand, may anticipate a person's relationships with them to be warm, nurturing, emotional, and vulnerable. If a person is unable to modify his or her conduct to meet the demands of several roles, he or she is likely to encounter role conflict. There is no empirical research that directly examines the prevalence of behavior-based conflict to the authors' knowledge. Van Ruysseveldt, Proost, and Verboon, (2011) have claimed that masculine job approaches (impersonality, logic, dominance, and authority) may be incompatible with characteristics wanted by their children in the family arena. In a similar vein, O'Neill and Rothbard (2017), claim that many young male managers are torn between two incompatible behaviour/value systems: emotional restraint encouraged at work and the openness required by family members. Specific in-role behaviour patterns may be incompatible with expectations for behaviour in a different position. The male management stereotype, for example, has been suggested to emphasise self-reliance, emotional stability, aggression, and objectivity. Family members, on the other hand, may anticipate a person's relationships with them

to be warm, nurturing, emotional, and vulnerable. If a person is unable to modify his or her conduct to meet the demands of several roles, he or she is likely to encounter role conflict. There is no empirical research that directly examines the prevalence of behaviour-based conflict to the authors' knowledge. Power, Cohen-Woods, Butler, Craddock, Korszun, and Uher, (2013) have claimed that masculine job approaches (impersonality, logic, dominance, and authority) may be incompatible with characteristics wanted by their children in the family arena. In a similar vein, Nicklin and McNall (2013) claims that many young male managers are torn between two incompatible behaviour/value systems: emotional restraint encouraged at work and the openness required by family members. Greiff and Munter (1980), Steiner (1972), and Walker (1972) all came to similar results (1976).

Concept of Job Performance

The term "job performance" refers to a worker 'accomplishment after putting in the necessary effort (Karakas, 2010). At the most fundamental level, performance is a multi-component term, and the process aspect of performance, namely behavioural engagement, can be distinguished from an expected outcome. Job performance has a strategic role in an organisation's response to challenges, according to empirical research (Yoon et al., 2019; Schuler et al., 2011). Likewise, Zaim, Demir and Budur (2021) and Tajeddini, Martin and Altinay (2020) asserted that job performance is regarded as a significant factor in modern business for assuring the organization's sustainability. Considering the volatility nature of business nowadays, keeping performance at a high level is a huge difficulty for employers and the Ghanaian education sector for example is having a hard time meeting their overall goals due to a lack of

adaptive employee performance (YuSheng & Ibrahim, 2020). Some scholars posit that job performance should include task performances (Dessler (2000; Hasibuan, 2003; Purwanto et al. 2020) others posit employee performance should include task performance and contextual performances of the employee (Deeba, Saleem, Abidollah, & Hashmi, 2021).

Top management in firms all across the world perceive employee performance to be a big concern (Dobre, 2013; Markos & Sridevi, 2010). Similarly, Englert and Helmig (2018) and Nguyen et al. (2019) extend that an employee's declining performance will affect the organisation's success or failure. As a result, an organisation's management pays close attention to effective talent management methods that might boost talent performance (Sopiah, Kurniawan, Nora & Narmaditya, 2020; Almaaitah, Alsafadi, Altahat, & Yousfi, 2020). Many research (Wiradendi, 2020; Salau, Osibanjo, Adeniji, Oludayo, Falola, Igbinoba & Ogueyungbo, 2018; Alruwaili, 2018) have stated that in today's competitive environment, talent management strategies are required for excellent employee performance in order to attain competitive advantage. For the purposes of the current study, employee job performance would include both contextual and task performances of the employee.

Task Performance

Carr (2015) compared earlier task performance proposals to organisational structured remuneration, which he defined as "the demonstrated ability and behaviour that influences the direct production of products or services, or any type of activity that offers indirect support to the organisation's core technical processes." A person's capacity to acclimate and provide the necessary support (Hesketh, & Neal, 2017). According to previous research,

workers change their attitude and actions to the diverse conditions of their jobs until they acquire a particular level of perfection in their given activities (Huang et al., 2014). Capacity to interact during unpredictable work situations, like technology developments, changes in obligation, organisational reorganisation, are adaptive performance in nature (Baard, Rench, & Kozlowski, 2014). The definition of Dessler (2000) and Hasibuan (2003) on task performance focused on the employees results or task output only. In the views of Chammas and da Costa Hernandez (2019), the work performance of employees related to the quality and quantity of their output. Again, Purwanto, Bernarto, Asbari, Wijayanti and Hyun (2020) defined task performance as an employee's success in achieving a set target. Purwanto et al., (2020) further said that the employee task performance is made up of quality of work, timeliness, capability and initiative about the work. Eliyana and Ma'arif, (2019) said that job performance is an individual's contribution to the advancement of the technical core of an organization.

Contextual Performance

Contextual performance is also known as the extra role performance of an employee at the workplace. In some instances, the extra role of an employee is referred to as the citizenship behavior of the employee (Deeba et al. 2021). Extra role performance refers to an employee discretionally performing an assignment on behalf of an organization though he or she is not dutifully required per the contractual terms of the employment to do so (Meyers et al. 2020; Şahin, Arıcı Özcan & Arslan Babal, 2020; Jannesari, Wang, Zheng, Xie, Lai & Wu, 2021). Put differently, contextual performance does not form part of

the legal duties of an employee and such actions of the employee are to be paid by the employer of the organisation.

A substantial body of empirical evidence supports the negative relationship between time-based work-family conflict (TWFC) and job performance. Studies across different industries, occupations, and countries have consistently found that TWFC is associated with lower levels of task performance, contextual performance, and overall job performance.

Meta-analyses, which combine the results of multiple studies, provide a comprehensive overview of the relationship between TWFC and job performance. A 2017 meta-analysis by Allen, Herst, and Bruck found a significant negative correlation between TWFC and job performance, with an average effect size of -0.35. This indicates that TWFC has a moderate negative impact on job performance.

Individual studies also provide strong evidence of the negative effect of TWFC on job performance. For instance, a 2011 study by Byron and Summers found that TWFC was negatively related to both task performance and contextual performance, two key dimensions of job performance. Task performance refers to the employee's ability to perform the core tasks of their job, while contextual performance encompasses behaviours that go beyond the job description, such as helping colleagues and showing initiative.

The mechanisms through which TWFC affects job performance are multifaceted. One mechanism is attention and focus disruption. When employees are preoccupied with work or family concerns, they may find it difficult to concentrate on their work tasks, leading to errors and decreased productivity.

Another mechanism is emotional exhaustion. TWFC can lead to chronic fatigue and emotional depletion, which can impair cognitive function and decision-making abilities. This can further hinder an employee's ability to perform their job duties effectively.

In addition, TWFC can lead to reduced motivation and commitment. Employees experiencing TWFC may feel less motivated to perform well at work due to the stress and strain they are experiencing. They may also feel less committed to their organisation if they feel that their employer does not value their work-life balance. Moderating factors can influence the strength of the relationship between TWFC and job performance. For instance, individual characteristics, such as coping skills, emotional stability, and time management abilities, can help employees manage TWFC more effectively, reducing its negative impact on job performance. Organisational factors, such as supportive work-life policies, flexible work arrangements, and strong social support networks, can also play a role in mitigating the negative effects of TWFC. When organisations provide employees with the resources and support they need to manage their work and family demands, they can help to reduce TWFC and its detrimental effects on job performance.

In conclusion, the evidence overwhelmingly supports the negative impact of time-based work-family conflict on job performance. Addressing TWFC is crucial for organizations to promote employee well-being, enhance job performance, and achieve overall organisational success. By implementing supportive work-life policies, fostering a supportive work environment, and providing employees with effective coping strategies, organizations can help

employees achieve a healthier work-family balance and maximize their productivity.

The relationship between Time-based Work-Family Conflict and Job

Performance

A substantial body of empirical evidence supports the negative relationship between time-based work-family conflict (TWFC) and job performance. Studies across different industries, occupations, and countries have consistently found that TWFC is associated with lower levels of task performance, contextual performance, and overall job performance. Meta-analyses, which combine the results of multiple studies, provide a comprehensive overview of the relationship between TWFC and job performance. A 2017 meta-analysis by Allen, Herst, and Bruck found a significant negative correlation between TWFC and job performance, with an average effect size of -0.35. This indicates that TWFC has a moderate negative impact on job performance.

Individual studies also provide strong evidence of the negative effect of TWFC on job performance. For instance, a 2011 study by Byron and Summers found that TWFC was negatively related to both task performance and contextual performance, two key dimensions of job performance. Task performance refers to the employee's ability to perform the core tasks of their job, while contextual performance encompasses behaviours that go beyond the job description, such as helping colleagues and showing initiative. The mechanisms through which TWFC affects job performance are multifaceted.

One mechanism is attention and focus disruption. When employees are preoccupied with work or family concerns, they may find it difficult to concentrate on their work tasks, leading to errors and decreased productivity. Another mechanism is emotional exhaustion. TWFC can lead to chronic fatigue and emotional depletion, which can impair cognitive function and decision-making abilities. This can further hinder an employee's ability to perform their job duties effectively. In addition, TWFC can lead to reduced motivation and commitment. Employees experiencing TWFC may feel less motivated to perform well at work due to the stress and strain they are experiencing. They may also feel less committed to their organization if they feel that their employer does not value their work-life balance.

The Relationship between Strain-based Work-Family Conflict and Job Performance

Strain-based work-family conflict (SWFC) is a type of work-family conflict that occurs when the emotional demands of work interfere with the emotional demands of family life, or vice versa. SWFC can have a negative impact on job performance in several ways. SWFC can deplete emotional resources, making it difficult for employees to manage stress and regulate their emotions effectively. This can lead to outbursts, irritability, and heightened reactivity to workplace stressors, all of which can hinder job performance. Employees experiencing SWFC may feel less motivated to perform well at work due to the emotional strain and stress they are experiencing. They may also feel less engaged in their work if they are preoccupied with family concerns, which can further diminish their productivity and contribution to the workplace. SWFC can be emotionally draining, leaving employees feeling

exhausted and depleted. This can make it difficult for them to concentrate, make decisions, and be productive.

The Relationship between Behavioural Conflict and Job Performance

Behavioural conflict, also known as interactional conflict or process conflict, arises when individuals engage in disruptive or hostile behaviors that hinder collaboration and impede the achievement of goals. Behavioral conflict can create a hostile work environment that disrupts relationships among colleagues, making it difficult for them to collaborate effectively. This can lead to misunderstandings, decreased communication, and a lack of trust, hindering the ability of teams to work together cohesively and achieve common objectives. The presence of behavioral conflict can create a stressful and anxiety-provoking work environment. Employees may feel constantly on edge, fearing confrontations or disagreements with colleagues. This chronic stress can impair their ability to focus, make sound decisions, and perform their job duties effectively.

Behavioural conflict often manifests in time-consuming and unproductive activities, such as arguments, gossiping, or dealing with the consequences of interpersonal clashes. This unproductive use of time and resources can significantly hinder progress on work tasks and projects.

Behavioral conflict can erode employee morale and motivation. Employees may feel discouraged and disengaged from their work when they are constantly dealing with conflict and hostility. This can lead to decreased productivity, increased absenteeism, and a higher turnover rate. Behavioural conflict can damage an organisation's reputation, both internally and externally. Conflicts that escalate to public attention can cast a negative light on the

organisation's culture and its ability to manage its workforce effectively. This can harm the organisation's brand image and make it difficult to attract and retain top talent.

Nexus between Work-family conflict and Job performance

The WFC is essentially based on the role theory (Kahn et al., 1964) and, consequently, on the roles that each individual plays (Silva, 2017; Netemeyer et al., 1996; Zhang et al., 2012). In this case, the pressures exerted by the roles of the work domain and the family domain are mutually incompatible, so participation in one of the roles makes participation more difficult in the other. The interferences caused by the demands of one role usually result in poor performance and dissatisfaction in the other role (Netemeyer et al., 1996; Zhang et al., 2012). In other words, this argument concerns the cross-domain model because this model proposes that participation in one of the roles is made difficult by participation in another (Shockley and Singla, 2011).

Another model that bi-directionally links WFC and its individual consequences, is the source attribution model that suggests that an individual attributes the reason for the WFC that they believe caused the conflict. Unlike the previously mentioned model, this model involves cognitive assessment processes that come with affective behaviours/actions (Shockley and Singla, 2011). Research has shown that the WFC has an impact on job satisfaction, on organizational commitment and also has repercussions on the employee's absence from the work environment, whether due to absences, leaves or delays (Oliveira et al., 2013), which, in turn, may interfere with individual performance (Silva, 2017). There are also behavioral consequences that come from the WFC and that jeopardize the performance of individuals. For example, authors argue

that work-related stress is a consequence of WFC (Buonocore and Russo, 2013; Netemeyer et al., 2004; Ghafoor et al., 2014; Karakas and Sahin, 2017), whereas stress, for its part, has a negative effect on performance (Nouri, 2017). A recent study found that there exists a significant and positive relationship of WFC with burnout on female employees (Gupta and Srivastava, 2020) with obvious negative repercussions on performance. Allen et al. (2000) also points out poor performance as a potential consequence of WFC.

Empirical Review

Karatepe, (2012) studied the effects of work overload and work-family conflict on job embeddedness and job performance. The study was conducted with a sample of full-time frontline hotel employees and their managers during peak season in the Poiana region. The study gathered data using structured questionnaire. A two-step approach that included confirmatory factor analysis (CFA) and structural equation model was used in this study. The results of the study revealed that employees who have heavy workloads and are unable to establish a balance between work (family) and family (work) roles are emotionally exhausted. Such employees in turn are less embedded in their jobs and display poor performance in the service delivery process. A similar study was conducted by Ribeiro, Gomes, Oliveira and Suzete Dias Semedo, (2021). The data was quantitative in nature. Primary data was gathered with questionnaire. The questionnaires were disseminated online, through a specific link, by email and social networks. A convenience sample of 167 Portuguese employees from different organisations was surveyed. Meanwhile the results of the study found that work family conflict has no impact on job performance.

Another study was conducted by Ahmed Soomro, Breitenecker and Moshadi Shah (2017) on relation of work-family conflict, and family-work conflict with the employee performance. The sample population of the study includes the regular university teaching faculty of all 13 (general category) public-sector universities/degree awarding institutions of Islamabad (Pakistan), that is, 2,784 individuals. Using a convenience sampling technique, we selected 350 young (aged between 21 and 40 years) full-time teaching faculty members of the public-sector universities as a sample, 350 questionnaires, and received 294 back. To check the measurement for common method bias, we applied two tests. First, Harman's single-factor test (Podsakoff et al., 2003), which indicated that no general factor exists, was applied. The results of the study revealed that Work-family conflict has a significant positive effect on employee performance.

Şahin and Yozga, (2021) conducted a study on Work-family conflict and job performance: mediating role of work engagement in healthcare employees. The study adopted an explanatory research design and a quantitative approach. The study developed two questionnaire forms (for employees and supervisors) as data collection tools. The purpose of the two questionnaire forms was to evaluate employee performance, the dependent variable of the research, by both the employee and the supervisors. Questionnaires were distributed to a total of 598 healthcare employees and 61 supervisors. 502 questionnaires were filled out by employees and supervisors. The response rate was 72%. 432 out of 502 questionnaires were included in the study which was answered completely. A confirmatory factor analyses (CFAs) to test the validity of measures. The findings of the study depict that work family conflict has a negative impact on employee job performance.

Meliála, Eliyana, Hamidah, Buchdadi and Burhanudin Habibi, (2020) investigated the effect of work family conflict on job performance. This research used a quantitative approach. Primary data of this study are data from questionnaires that have been filled in by emergency room nurses. Confirmatory factor analysis was conducted to validate the scale items and reliabilities were checked with a Cronbach's alpha. Based on hypothesis testing using partial least square (PLS), it was found that there was a positive and significant effect of work to family conflict (WFC) on job performance. This shows that in this study the emergency room nurse has high conflict from work to family, he still has high performance. This positive relationship was influenced by the difficulty of finding work, although it was explained that the conflict between work and family was high, but it was still better than those who did not work.

Warokka and Febrilia (2015) conducted a study on work-Family Conflict and job Performance. The study was quantitative in nature. The study employed 334 banks' employees as the sample in four Indonesian banks. Respondents were selected through stratified sampling technique. Primary data was gathered through questionnaire. The study employed Structural Equation Modeling (SEM) with Amos 20.0 to test the hypothesized relationship among variables. Data was analyzed with a multiple regression. It was found that work-family conflict (WFC) affects job performance negatively and significantly.

Lessons from the Empirical review

Previous studies were quantitative in nature and explanatory. Therefore, these research design and approach were adopted for the study. The analysis captured general work life conflict on job performance. This was inadequate because the main dimensions of work family conflict and their effect on various

job performance were not captured. Hence, this study would analyze the three dimensions (time, strain and behavioral based conflicts) on job performance. Moreover, there is limited study on work family conflict in the education sector, hence this study would be conducted in a tertiary institution.

Conceptual Framework

The conceptual presents the pictorial links among the variables. The interrelations are captured in Figure 1.

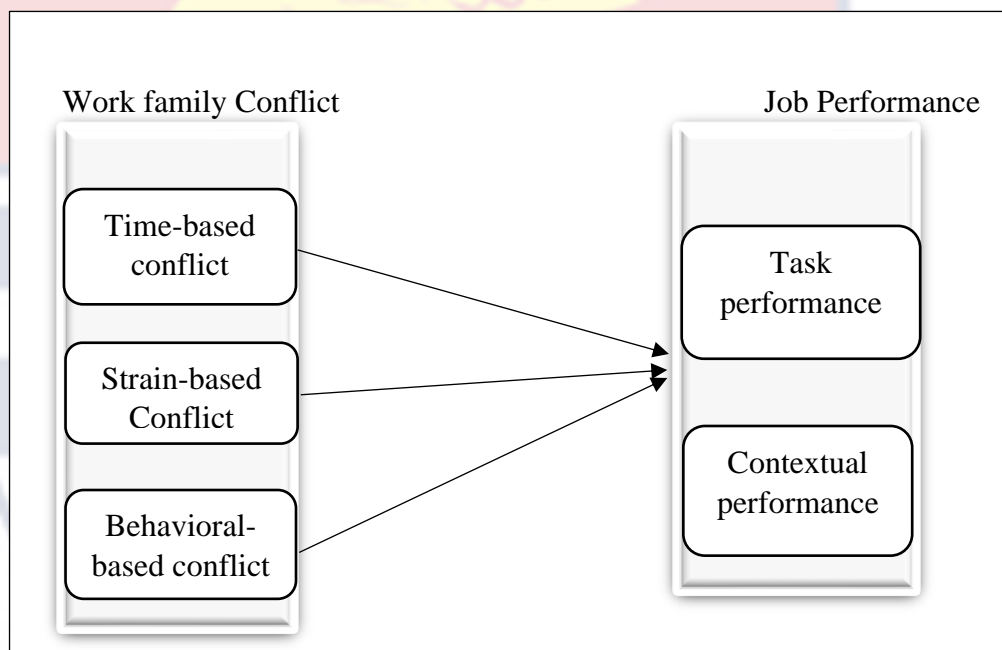


Figure 1: Conceptual Framework

Source: Author's Construct, (2022)

The conceptual framework depicts that work family conflict is made of three dimensions namely, time-based conflict, strain-based conflict and behavioural based conflict. These dimensions have a direct relationship with job performance. Based on the empirical review, it was expected that the dimensions of WFC will have a negative impact on job performance.

Chapter Summary

The chapter discussed role theory and the conservation of resource theory. The role theory posits that WFC is made of three main dimensions as captured in the conceptual framework. The concept of WFC was discussed based on time, strain and behavioural based conflicts. Job performance was discussed based on task and citizenship performance. The pictorial representation of the links among the variables was captured in the conceptual framework.



CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

The current chapter focused on the research design, study area, sampling technique and procedure, population, data collection, instrument and analysis and ethical consideration.

Research Approach

Research approach refer to process, approach used to collect data and approach to analysis the data and providing results (Durrheim, 2006). According to Creswell (2009), assumptions are reduced to research approaches used in data collection and analysis. The literature identifies three different forms of research methodology that could be employed to investigate a social phenomenon in a given context (Creswell, 2009). They are the research could use a single approach however, combination qualitative and quantitative to form mixed method is permitted is social sciences works.

Quantitative method or approach is about a researcher using existing theories to test a hypothesis (Salkind, 2010). This approach is more deductive and or objective in nature. Quantitative studies often collect data that can be measured statistically and in order to confirm or reject a hypothesis formulated (Myers, Well & Lorch, 2010). Concerning quantitative research, findings are generalized to an entire population. Qualitative research approach is about a researcher developing a theory concerning a particular social problem and his happens when there is no existing theory to enable testing of hypothesis (De Vaus, 2001). Qualitative research is more inductive and or subjective in nature.

Qualitative research is subjective in nature because the findings cannot be generalized to a large group except the participants under study (Marczyk, DeMatteo, & Festinger, 2021). Mixed method is a combination of qualitative approach and quantitative approach to solving a social phenomenon in a given context (Sobh & Perry, 2006). Here the researcher develops theory and test theory using a hypothesis in the same study. In other instances, the researcher develops theory for an aspect of the study and uses existing theory to test hypothesis for the other aspect of the study (Maxwell, 2012). Based on the above explanations, the current study selected and employed the quantitative approach to solving social phenomenon in a given context. Quantitative method was chosen for the current study because it shows vital trends and patterns (Amos, 2016) and helps limit errors in generalizing the findings (Blommaert, 2013). Since the researcher intends to generalize findings from a sample to a whole population, staff of Cape Coast Technical University, the quantitative method was deemed fit and suitable for the study.

Research Design

A research design is known as a research program, structure and strategy designed to provide answers to research questions or issues (Kumar, 2012). The study adopted an explanatory design for the work. Creswell (2003) believes that the explanatory research identifies and defines the problem, selects data collection methods, explains, analyzes and interprets the data. Descriptive research design is suitable to the study because it makes possible to assess knowledge, interpretation, opinions, desires and pleasure of people, and using statistical instruments to assess their responses (Kotler & Keller, 2013). One big advantage of explanatory research is that it makes the collection in a highly

economical manner of a large volume of data from a large population (Fraenkel & Wallen as cited by Dwamena, 2012). The design also has a benefit in generating a reasonable quantity of responses from a variety of people. It also provides a clearer image of events at a certain point in time (Dwamena, 2012).

Study Area

Cape Coast Technical University is a unique University that is committed to training of highly skilled human resource in Engineering, Applied Sciences and Technology, Applied Arts and Business in close collaboration with the industries and commerce. Cape Coast Technical University (CCTU), formerly Cape Coast Polytechnic was established in 1984 as a second cycle institution. In 1986, it operated under the Ghana Education Service (GES) to offer intermediary courses leading to the award of non-tertiary certificates. Following the enactment of the Polytechnic Law (PNDCL 321) in 1992, the University was upgraded to a tertiary level to run programmes in various disciplines leading to the award of Higher National Diplomas (HND) in Engineering, Business and Applied Sciences and Arts awarded by the National Board for Professional and Technician Examination (NABPTEX).

Currently, as a Technical University, and per the Technical Universities Act, 2016 (Act 922), as amended, in 2018 Act (Act 974), Cape Coast Technical University is mandated to provide higher education in Engineering, Applied Sciences and Arts, Technical and Vocational Education and Training and other related disciplines. The aim is to train students to be academically and technically balanced in order to match the challenges of the new century. The University was selected for the study because even though anecdotal evidence

shows that the staff experience work family conflict, no study has been conducted to assess how this phenomenon affects job performance.

Population

According to Leedy and Ormrod (2010), the population of a study pertains to the intended audience for which the researcher is collecting data and drawing conclusions. The population of a study, according to Kumekpor (2002), is the total number of troops of the occurrence being examined that exist in the study territory. According to Zikmund et al. (2009), there must be enough similarity among those elements within the population for a sample of those elements to be a good representation of the population's total elements. The staff of cape coast technical university is the target population for this study. CCTU has a total population of 218 consisting of senior staff and junior staff. The population is presented in table 1.

Table 1: Population

Staff Category	Number
Senior Staff	87
Junior Staff	131
Total	218

Source: Human Resource Management Department, CCTU, 2022

Sample and Sampling Procedure

A sample is a subset of a few pieces of a bigger populace that bears a portion of the bigger gathering's highlights is known as an example focused on that this extent of the quantity of units picked for examination comprises of a populace test. Gravetter (2012) depicted inspecting as the purposeful picking people who are to offer the information from which it is feasible to reach determinations concerning those people. The sample size for the study was 130

staff which was chosen utilizing the Krejcie and Morgan sample determination table. Tabachnick and Fidell (1996) postulated that a sample size for quantitative studies should be above 49 representatives. In other words, a sampling size of 50 and above are good enough to undertake a quantitative study. Based on this philosophy, the current study deemed it fit to have used a sample size of 130. In selecting the 130 participants for the study, the probability sampling technique was useful.

Guetterman (2015) postulated that sampling relate to the process of selecting from a given population a prototype to represent the total population. Thus, the process of drawing generalized conclusions about a community based on a chosen sample from the entire population. Probability sampling are used majorly for quantitative studies and it includes but not limited to stratified sampling and simple random sampling. The stratified sampling made it possible to select respondents from both the senior and junior staff category. Again, the simple random sampling is gives anyone within the strata the chance to participate in the study.

Table 2 : Sample size determination

Staff Category	Sample size
Senior staff	52
Junior staff	78

Source: Author's calculations.

Data Collection Instrument

Data collection is the process of gathering primary information known as data from respondents selected for the study to enable analysis of the variables under study (William, 2011). The process of gathering the primary

information from respondents of the study could be through a questionnaire, observation, interviews, or a combination of two or the three procedures (Muenjohn & Armstrong, 2008). However, for the current study, questionnaire was adopted because it gave the researcher the flexibility and advantage to gather the required responses needed for the data analysis. Questionnaires are designed in a close-ended format or open-ended format (Maxwell & Mittapalli, 2010). The close-ended form of questionnaire was employed in the study due to the research questions and objectives. The variables under study was measured using validated items in literature. Work family conflict scale developed by Carlson et al. (2000) was adopted to measure work–family conflict. The scale consisted of nine items with each dimension (time, strain and behavioral) having three items. Additionally, five items adapted from Babin and Boles (1998) were used to operationalize job performance. Responses to items in all variables were elicited on five-point scales that ranged from 5 (strongly agree) to 1 (strongly disagree). The questionnaire was in sections namely Section A, Section B and Section C. The Section “A” asked questions relating to the respondents age, gender, educational qualification and working experience information. Section “B” asked questions that relate to work life conflict dimensions. Section “C” asked questions that relate to job performance.

Reliability and Validity of Instrument

Reliability gives an indication of whether or not the research instrument (questionnaire) can be interpreted consistently across different situations (Field, 2013). Kline (1999) and Pallant, (2005) notes that the generally accepted Cronbach’s Alpha value of 0.7 and above depicts that the research instrument is reliable. Based on the results as presented table 2.

Table 3: Reliability

Construct	Number of Items	Cronbach's Alpha
Work family Conflict	12	0.9
Job Performance	5	0.85

The degree to which a test measurement measures what it is supposed to measure can be described as validity (Carmines & Zeller 1979). An instrument's validity refers to the degree to which the test instrument tests the particular definition to be measured (Saunders et al., 2009). They also believe a tool has to be accurate before it can be successful, which means the tool has to be reliably replicable. And once applied, it is possible to scrutinize the instrument carefully to determine whether it is what is required. Precise, revised documentation was used to ensure internal and external validity. In addition, the questionnaire was sent to the research supervisor for analysis, correction and approval before distributing the questionnaire to the respondents.

Data Collection Procedure

The purpose of the research was explained to the respondents, which paved the way for easy obtain the questionnaire. After formal permission for the data collection had been granted by management of the University, the researcher went ahead to collect the data. The questionnaires were self-managed, resulting in a partnership with the respondents and a higher rate of recovery (Leedy & Ormrod, 2010). Each researcher received a questionnaire and a brief history for the study. This approach was important because it provided the opportunity to capture the entire respondents. This was to allow the researcher ample time to engage in the data collection. To ensure the

respondents return the questionnaires on time, a number of follow-ups were made. Data was gathered between May to July 2022.

Data Processing and Analysis

Data analysis is the method of data editing, cleaning, transforming and modeling to highlight valuable details, feedback, conclusions and decision taking (Adèr & Adèr, 2008). For study, the answers to the questionnaire were translated, coded, and incorporated into version 25.0 of the Social Science Statistics Software Package (SPSS). We consider using this statistical method in research into the social sciences (Zickmund, 2000). The data was analyzed and interpreted with descriptive statistics such as the use of mean, frequency count, percentage with reference to the majority criterion. Both inferential and descriptive statistics was used to summarize the findings in a concise manner to aid interpretation. Specifically, demographic data was analyzed with descriptive and inferential statistic's such as linear regression was used to analyze all the objectives.

Ethical Consideration

Researchers can face ethical dilemmas when using methods that violate or may cause harm to human rights (Gill and Johnson, 2010). Therefore, because human beings have the right to enjoy human rights and need to be shielded from harm and abuse, researchers must follow strict research and ethical guidelines to avoid harm to the respondents. The respondents were told that the study's intent was solely academic, and their input would be handled with privacy and confidentiality.

Chapter Summary

This chapter included information on how to compile, arrange, interpret and present the primary data for the study for further research and debate. This chapter also provided information on the nature of the study and its empirical approach to the data needs, statistical techniques and the systematic investigation under consideration.



CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

The study sought to assess the effect of work family conflict on job performance at Cape Coast Technical University. In order to achieve the overall purpose of the study, some specific objectives were formulated to that effect and were analyzed accordingly. The findings are chronologically presented in this section and are fully discussed in terms of managerial implication and reference to previous empirical literature.

Demographic Information

The study assessed the demographic information of the respondents. The demographic variables considered were gender, age, educational level, staff category and work experience. The results are presented in table 3.

Table 4: Demographic Statistics of Respondents

Variable	Items	Frequency	Percentage
Gender	Male	61	52.6
	Female	55	47.4
		116	100
Age	20-24	5	4.3
	25-29	9	7.8
	30-34	19	16.4
	35-39	19	16.4
	40-44	29	25
	45-49	19	16.4
	50 and above	16	13.8
		116	100
Educational Level	HND	19	16.4
	Degree	52	44.8

	Post graduate	45	38.8
		116	100
Staff Category	Junior staff	19	10.4
	Senior staff	97	83.6
Work Experience	Below 1 year	6	5.2
	1-5 years	27	23.3
	6-10 years	19	16.4
	11-15 years	25	21.6
	16 years and above	<u>39</u>	<u>33.7</u>
		<u>116</u>	<u>100</u>

Source: Field Survey, (2022)

The gender distribution of the respondents showed that the majority were male (52.6%) whilst the remaining 47.4% were female. Concerning the age range of the respondents, it was discovered that the majority of the respondents (29) fell within 40-49 years category. This was followed by those who are within the age range of 30-34, 35-39 and 45-49 years, and this is represented by 16.4%. Few respondents were between the ages categories of 20-24 (4.3%), 25-29 years (9%), and 50 and above years (16%). The study further revealed that the majority (52) of the respondents representing 44.8% had obtained a degree, 45 of the respondents representing 38.8% had obtained a postgraduate degree and 19 had obtained HND.

It was additionally discovered further that, most of the respondents were senior staff (83.6%). The remaining staff categories representing 10.4 were junior staff. With representation of different staff categories in this study, the findings could not have been seen as bias towards a particular working group within the working structure of Cape Coast Technical University. All staff categories were represented hence the high propensity to attaining a true staff state of affairs regarding the work family conflict and their respective individual

effect on performance of all staff in cape coast technical university. Additionally, the difference is however not extremely substantial therefore the findings as expressed as views of the respondents could be reliable and reflective of the representation of the status structure of CCTU.

With most of the respondents being senior staff at CCTU, it is envisaged that the information provided will be a true reflective of the managerial situation of human resource management practice at the workplace. Amassing the viewpoints of both senior and junior staff is a good way to accurately measure the effect of work family conflict on the performance of both employees and management alike.

Finally, regarding the working experience of the respondents, it was found that 6 respondents (5.2%) had less than 1 year working experience, 27 had between 1-5 years working experience, 19 respondents which represented 16.4% had between 6-10 years working experience, 25 respondents (21.6%) had between 11-15years working experience, and the remaining 39 respondents (33.7 %) had between 16 years and above working experience. This shows that majority of the respondents (107) which represents 53.8 % have relatively lesser working experience (less than 1 year – 5 years). With this relatively longer working experience at CCTU, these respondents could genuinely provide reliable information about how work family conflict at their workplace affects the performance of employees.

Effect of Time-based conflict on job performance at Cape Coast**Technical University**

The study sought to assess the effect of time-based conflict on performance of employees CCTU. Linear regression analysis was conducted to that effect. First, the construct, time-based conflict and employee performance were transformed to form a composite unit. This aided a holistic approach to analyzing the data. The findings are presented on table 3, 4 and 5. The Model Summary (Table 3) provides information about the nature of relationship between the predictor and the dependent variable. The ANOVA (Table 4) provides information that helps in validating the claims in the Model Summary whilst the Coefficient table (Table 5) provides information about the contributions of the individual predictors to causing the supposed variance in the dependent variable.

Table 5: Model Summary

		Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change
1	.780 ^a	.0609	.608	2.94587	.609	533.892

Predictor: Time-based conflict

Dependent variable: Job performance

Source: Field Survey, (2022)

The findings showed that there was positive strong correlation between the predictors (time-based conflict) and job performance ($r=0.780$). Thus, higher the amount of time devoted to work over family, the higher the levels of job performance and a lower level of time-based work family conflict, was

associated with lower level of employee performance at CCTU. Regarding the predictive capacity of the model, it was discovered that the predictor accounted for 60.9% positive variance in job performance ($r\text{-square} = 0.609$). This means that when the staff of CCTU commits more time to deal with tasks and pressures associated with their work over their family roles, their job performance tend to increase. This finding does not support earlier study by Ribeiro, Gomes, Oliveira and Suzete Dias Semedo, (2021) who posit that work family conflict dimensions such as time-based conflict has no effect on job performance.

Table 6: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4633.205	1	4633.205	533.892	.000 ^b
	Residual	2978.609343	289	8.678		
	Total	7609.814	344			

a. Dependent Variable: Job performance

The findings as demonstrated on Table 4 indicate that the model is significant in that the p-value (0.000) is less than 0.05.

Table 7: Coefficient

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Beta			Lower Bound	Upper Bound
1	(Constant) 4.748		6.144	.000	3.228	6.268
	Time based conflict .789	.780	23.106	.000	.730	.866

Source: Field survey, (2022).

The results in table 5 is relevant for establishing the regression equation. The regression model is depicted as $y = a+bx$; where y = job performance, a = constant, b = coefficient of time-based conflict and x = time-based conflict. Based on the results in table 5, the result is presented as y (job performance) = $4.748 + 0.798*\text{time-based conflict}$. It can be inferred that job performance stands at 4.748 in the absence of time-based conflict. However, when time-based conflict is considered in the equation, it can be explained that a unit increase the proportion of the time allocated to work over family roles, the level of job performance of the staff at CCTU goes up by 0.798 (79.8%). This confirms an earlier study by Ahmed Soomro, Breitenecker and Moshadi Shah (2017) which revealed that work family conflict time-based conflict has a significant positive effect on employee performance.

Effect of strain-based conflict on job performance at Cape Coast Technical University

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change in R Square	F Change
1	.179 ^a	.032	.031	.49226	.032	28.798

a. Predictors: (Constant), Strain-based conflict

The results as presented the findings showed that there was positive strong correlation between the predictor (strain-based conflict) and job performance ($r = 0.179$). Regarding the predictive capacity of the model, it was discovered that the predictor accounted for 3.2% positive variance in job performance ($r\text{-square} = 0.032$). This means that, the more the staff commits to the performance of their

job over their family roles, to an extent that they get strained, the more they accomplish their assigned tasks on time. It can be implied that as a result of long and rigid work hours and overtime done by the workers strain them, which contribute to their less commitment to family roles.

Table 9: ANNOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.978	1	6.978	28.798	.000 ^b
	Residual	212.032	875	.242		
	Total	219.010	876			

a. Dependent Variable: Job performance

b. Predictors: (Constant), Strain based conflict

Source: Field Survey, (2022)

The ANOVA justifies the significance of the model summary. It can be inferred that strained-based conflict made a statistically significant impact on job performance and hence the model can be relied for decision making.

Table 10: Coefficient

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	Lower Bound	Upper Bound
1	(Constant)		36.701	.000	1.664	1.852	
	SBC	-.179	-5.366	.000	-.009	-.004	

Source: Field survey, (2022)

The results in table 8 is relevant for establishing the regression equation. The regression model is depicted as $y = a+bx$; where $y =$ job performance, $a =$ constant, $b=$ coefficient of time-based conflict and $x =$ strain-based conflict. Based on the results in table 8, the result is presented as y (job performance) = $1.758-0.007*\text{strain-based conflict}$. It can be inferred that job performance stands

at 8.425 in the absence of strain-based conflict. However, when strain-based conflict is considered in the equation, it can be explained that a unit increase the proportion of the strain staff goes through to meet their job demands over family roles, the level of job performance of the staff at CCTU declines by -0.007 (0.7%).

Effect of behavioral-based conflict on job performance at Cape Coast

Technical University

Table 11: Model Summary^b

Model	R		Adjusted Std. Error of the Change Statistics	
	Square	R Square	Estimate	R Square Change
1	.225 ^a	.051	.47570	.051
		.047		15.449

a. Predictors: (Constant), Behavioral-based conflict

b. Dependent Variable: Job performance

Source: Field survey, (2022)

The findings showed that there was positive correlation between the predictor (behavioural-based conflict) and job performance ($r=0.225$). Thus, higher the behavioural-based conflict, the higher the levels of job performance and a lower level of time-based work family conflict, was associated with lower level of employee performance at CCTU. Regarding the predictive capacity of the model, it was discovered that the predictor accounted for 5.1% positive variance in job performance ($r\text{-square}=0.051$). This means that behavioural based conflict influences the job performance.

Table 12: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.496	1	3.496	15.449	.000 ^b
	Residual	65.398	289	.226		
	Total	68.893	290			

a. Dependent Variable: Behavioural-based

b. Predictors: (Constant), Job performance

Source: Field Survey, (2022)

The ANOVA justifies the significance of the model summary. It can be inferred that behavioural-based conflict made a statistically significant impact on job performance and hence the model can be relied for decision making.

Table 13: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.674	.079		21.287	.000
		-.132	.034	-.225	-3.930	.000

Source: Field Survey, (2022).

The results in table 10 is relevant for establishing the regression equation. The regression model is depicted as $y = a+bx$; where y = job performance, a = constant, b = coefficient of time-based conflict and x = behavioural-based conflict. Based on the results in table 8, the result is presented as y (job performance) = 1.674 -.132*behavioural-based conflict. It can be inferred that job performance stands at 1.674 in the absence of behavioural-based conflict. However, when behavioural-based conflict is considered in the equation, it can be explained that a unit increase in behavioural conflict reduces the level of job performance by -.132 (-13.2%).

Chapter Summary

The chapter discussed the results of the study. This includes the demographic information of the respondents, the effect of the dimensions of work-family conflict on performance, and the applicability of the findings with previous literature.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

In this chapter, an overview of the purpose of the study, the research objectives and the research methods employed are presented. The chapter also presents the summary of findings, conclusion based on findings, recommendations as well as suggestions for further studies.

Summary of the study

The study sought to examine the role of work-family conflict on job per. The descriptive survey research design with a quantitative research approach. A stratified sampling technique, was used in selecting the respondents for the study. The questionnaire was the main data collection instrument for data collection. Both inferential and descriptive statistics were used to summarize the findings in a concise manner to aid interpretation.

Summary of Key Findings

The first research objective sought to analyse the effect of time-based conflict on job performance at Cape Coast Technical University. The results of the study posit that there was positive strong correlation between time-based conflict and job performance. Additionally, it was found that time-based work family conflict made a statistically significant positive variance in job performance. The study further elucidated that job performance stood at 4.748 when there is no time-based conflict. Meanwhile, when time-based conflict is considered in the equation, it can be explained that a unit increase the proportion of the time allocated to work over family roles, the level of job performance of the staff at CCTU goes up by 0.798.

The second research objective is to investigate the effect of strained-based conflict on job performance. The findings showed that there is a direct relationship between strain-based conflict and job performance. Similarly, the study revealed that strain-based conflict made a statistically significant positive variance of 3.2% in job performance. Again, when strain-based conflict is considered in the equation, it can be explained that a unit increase in the proportion of the strain staff goes through to meet their job demands over family roles, the level of job performance of the staff at CCTU declines by -0.007.

The last research objective was to assess the effect of behavioral-based conflict on job performance at Cape Coast Technical University. The findings showed that there was a positive relationship between behavioural-based conflict and job performance. Additionally, it was discovered that behavioural-based conflict accounted for 5.1% significant positive variance in job performance. When the regression equation was deduced, it was found that job performance stands at 1.674 in the absence of behavioural-based conflict. When behavioural-based conflict is considered, it was explained that a unit increase in behavioural conflict reduces the level of job performance by -.132.

Conclusions

Based on the findings of the study, it can be concluded that time-based work family conflict enhances the job performance of the junior and senior staff at Cape Coast Technical University. This means that when time is devoted to accomplish an assigned task, such that it is difficult to participate in family roles, the level of performance of the staff at Cape Coast Technical University. In other words, when the demands of work compete for a finite amount of junior

and staff's time over family, the university tends to benefit, as the staff tend to accomplish their given task on time.

The study concluded that increased strain-based conflict reduces the performance of the junior and senior staff of Cape Coast Technical University.

This means that, the excessive demands from the work of the junior and senior staff create strain for them in the form of dissatisfaction, tension, anxiety and fatigue which inhibit their job performance.

Lastly, the study concluded that behavioral work-family conflict negatively affects the job performance of the staff. This implies that to the extent that requisite work behaviors interfere with role performance in the family domain reduces the performance of the staff at the University. This means that the spillover effects from the effects stemming from when behaviour developed in the family influences behavior in the work domain, with the added condition that the transferred behaviour inhibits role performance in the workplace due to factors such as by exhaustion.

Recommendations

The study concluded that strain-based conflict reduces the performance of the staff at Cape Coast Technical University. This is usually happening where the University post schedules or assign projects and tasks at the last minute, as that requires staff members to readjust their entire lives around work. This ends up having a significant negative impact on staff members' moods and energy levels, which can then affect those individuals' families. Therefore, it is recommended that while organisations have the potential to put the pressure on, they also have an opportunity to lessen stress as well. The management of the

University should balance the schedules of the staff so that they can make time for their family. This will improve their performance.

Additionally, it is recommended that Cape Coast Technical University should adopt management strategies that will enable employees balance the demands of the job and family to alleviate the stress to boost the stimulation of intrinsic motivation among employees to perform. That's management the University should adopt family supportive behaviours. If the practices of management allow the staff to attend to their family roles while meeting job demands, it will alleviate employee work family conflict and its attendant stress to enhance job performance.

Finally, equipping employees with the skill of how to manage time will be important to reduce the negative impact of work-family conflict on employee work outcomes. In this regard, employee must be encouraged to inculcate the attitude of time management so as to reduce the time pressure which leads to increased stress. Therefore, it is recommended that time management training should form an integral part of the employee training and development programs to equip management with effective time management skill.

Suggestion for Further Studies

Future research efforts should seek to expand this study and identify effective coping strategies for managing work-family conflict. More specifically, what particular behaviors or changes are the most useful in reducing WIF conflict? Our study, like others, has not adequately identified the coping strategies which effectively target work interference conflict. Further, what individual variables may affect the choice of coping styles used with work and family problems? The use of longitudinal methods and/or qualitative efforts

would greatly help to further our understanding of how employees can effectively cope with work-family conflict. The reality of competing work and family demands is becoming increasingly more complicated. The relative efficacy of coping styles on work and family conflicts is of great academic, managerial and public interest.



REFERENCES

- Jackson, M. A., Tal, A. I., & Sullivan, A. R. (2003). Hidden biases in counseling women balancing work and family concerns. In M. Kopala & M. A. Keitel (Eds.), *Handbook of counseling women* (pp. 152-172). Thousand Oaks, CA: Sage.
- 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.
- Mäkelä, L., & Suutari, V. (2011). Coping with work-family conflicts in the global career context. *Thunderbird International Business Review*, 53(3), 365-375.
- Byrne, A., & Barling, J. (2017). When she brings home the job status: Wives' job status, status leakage, and marital instability. *Organization Science*, 28(2), 177-192.
- Geurts, S. A., Taris, T. W., Demerouti, E., Dijkers, J., & Kompier, M. A. (2002). Waar werk en privé elkaar raken: de stand van zaken. *Gedrag en organisatie*.
- Byron, K. (2005). A meta-analytic review of work–family conflict and its antecedents. *Journal of vocational behavior*, 67(2), 169-198.
- Silva-Costa, A., Toivanen, S., Rotenberg, L., Viana, M. C., Fonseca, M. D. J. M. D., & Griep, R. H. (2021). Impact of Work-Family Conflict on Sleep Complaints: Results from the Longitudinal Study of Adult Health (ELSA-Brasil). *Frontiers in Public Health*, 9, 649974.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of management review*, 10(1), 76-88.

- Soomro, A. A., Breitenecker, R. J., & Shah, S. A. M. (2018). Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction. *South Asian Journal of Business Studies*, 7(1), 129-146.
- Frone, M. R., Russell, M., & Cooper, M. L. (1992). Prevalence of work-family conflict: Are work and family boundaries asymmetrically permeable? *Journal of organisational behaviour*, 13(7), 723-729.
- Ng, T. W., & Feldman, D. C. (2008). The relationship of age to ten dimensions of job performance. *Journal of applied psychology*, 93(2), 392.
- Powell, D. (2010). Unconditional quantile regression for panel data with exogenous or endogenous regressors. *Available at SSRN 1722954*.
- Gilboa, S., Shirom, A., Fried, Y., & Cooper, C. (2008). A meta-analysis of work demand stressors and job performance: examining main and moderating effects. *Personnel psychology*, 61(2), 227-271.
- Witt, L. A., & Carlson, D. S. (2006). The work-family interface and job performance: moderating effects of conscientiousness and perceived organisational support. *Journal of occupational health psychology*, 11(4), 343.
- Beutell, N. J., & Brenner, O. C. (1986). Sex differences in work values. *Journal of Vocational Behavior*, 28(1), 29-41.
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). Organizational stress: Studies in role conflict and ambiguity.
- Burke, R. J., & El-Kot, G. (2010). Work engagement among managers and professionals in Egypt: Potential antecedents and consequences. *African Journal of economic and management studies*.

- Parasuraman, S., Greenhaus, J. H., & Granrose, C. S. (1992). Role stressors, social support, and well-being among two-career couples. *Journal of Organisational behaviour*, 13(4), 339-356.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American psychologist*, 44(3), 513.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American psychologist*, 44(3), 513.
- Rosenberg, M., Schooler, C., Schoenbach, C., & Rosenberg, F. (1995). Global self-esteem and specific self-esteem: Different concepts, different outcomes. *American sociological review*, 141-156.
- Hobfoll, S. E., & Shirom, A. (1993). Stress and burnout in the workplace: Conservation of resources. *Handbook of organisational behaviour*, 1, 41-61.
- Wright, T. A., & Cropanzano, R. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover. *Journal of applied psychology*, 83(3), 486.
- Edwards, J. R., & Rothbard, N. P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of management review*, 25(1), 178-199.
- Greenhaus, J. H., Allen, T. D., & Spector, P. E. (2006). Health consequences of work-family conflict: The dark side of the work-family interface. In *Employee health, coping and methodologies*. 5,61-98. Emerald Group Publishing Limited.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of management review*, 10(1), 76-88.

Mäkelä, L., & Suutari, V. (2011). Coping with work-family conflicts in the global career context. *Thunderbird International Business Review*, 53(3), 365-375.

Byrne, A., & Barling, J. (2017). When she brings home the job status: Wives' job status, status leakage, and marital instability. *Organisation Science*, 28(2), 177-192.

Fredriksen-Goldsen, K. I., & Scharlach, A. E. (2001). Families and work: New directions in the twenty-first century.

Shaffer, J. A., DeGeest, D., & Li, A. (2016). Tackling the problem of construct proliferation: A guide to assessing the discriminant validity of conceptually related constructs. *Organisational Research Methods*, 19(1), 80-110.

Barnett, R. (1994). *The limits of competence: knowledge, higher education and society*. Open University Press, 1900 Frost Rd., Suite 101, Bristol, PA 19007.

Maertz Jr, C. P., & Boyar, S. L. (2011). Work-family conflict, enrichment, and balance under "levels" and "episodes" approaches. *Journal of Management*, 37(1), 68-98.

Streich, M., Casper, W. J., & Nicole Salvaggio, A. (2008). Examining couple agreement about work-family conflict. *Journal of Managerial Psychology*, 23(3), 252-272.

Wesley, J. R., & Muthuswamy, P. R. (2005). Work-family conflict in India-An empirical study. *SCMS Journal of Indian Management*, 2(4), 95-102.

- Anafarta, N. (2011). The relationship between work-family conflict and job satisfaction: A structural equation modeling (SEM) approach. *International journal of business and management*, 6(4), 168-177.
- Nart, S., & Batur, O. (2014). The relation between work-family conflict, job stress, organisational commitment and job performance: A study on Turkish primary teachers. *European journal of research on Education*, 2(2), 72-81.
- Dartey-Baah, K. (2015). Work-family conflict, demographic characteristics and job satisfaction among Ghanaian corporate leaders. *International Journal of Business*, 20(4), 291.
- Vong, L. T. N., & Tang, W. S. L. (2017). The mediating effect of work-family conflict in the relationship between job stress and intent to stay: The case of tourism and hospitality workers in Macau. *Journal of Human Resources in Hospitality & Tourism*, 16(1), 39-55.
- Lin, W. R., Chen, H. M., & Sun, C. K. (2015). A study on the relationship between work-family conflicts and the job satisfaction of tour leaders. *Journal of Tourism and Recreation*, 2(1), 41-52.
- Yu, K., Wang, Z., & Huang, Y. (2018). Work-family conflict and organisational citizenship behaviour: the role of job satisfaction and decision authority. *Frontiers of Business Research in China*, 12, 1-13.
- Goswami, S. (2014). Work-life conflict among IT professionals. *IUP Journal of Organisational Behaviour*, 13(4), 38.
- Bhowon, U. (2013). Role salience, work-family conflict and satisfaction of dual-earner couples. *Journal of business studies quarterly*, 5(2), 78.

- Achour, M., Grine, F., & Roslan Mohd Nor, M. (2014). Work–family conflict and coping strategies: Qualitative study of Muslim female academicians in Malaysia. *Mental Health, Religion & Culture, 17*(10), 1002-1014.
- Ahmad, A., & Ngah, N. (2011). Impact of dispositional factors and work–family conflict on job satisfaction among single mother employees. *American Journal of Applied Sciences, 8*(11), 1107.
- Jin, Y., Sha, B. L., Shen, H., & Jiang, H. (2014). Tuning in to the rhythm: The role of coping in strategic management of work-life conflicts in the public relations profession. *Public Relations Review, 40*(1), 69-78.
- 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.
- Zahoor, I., Malik, N. I., & Atta, M. (2019). Relationship between job insecurity, workplace incivility and counterproductive work Behaviors among employees: Role of work family conflict. *Foundation university journal of psychology, 3*(2).
- Pillay, S., & Abhayawansa, S. (2014). Work–family balance: perspectives from higher education. *Higher Education, 68*, 669-690.
- Beham, B. (2011). Work–family conflict and organisational citizenship behaviour: empirical evidence from Spanish employees. *Community, Work & Family, 14*(1), 63-80.
- Adisa, T. A., Osabutey, E. L., & Gbadamosi, G. (2016). Understanding the causes and consequences of work-family conflict: An exploratory study of Nigerian employees. *Employee Relations.*

- Hamid, R., & Amin, S. M. (2014). Social support as a moderator to work-family conflict and work-family enrichment: a review. *Advanced Review on Scientific Research*, 2(1), 1-18.
- Yu, K. (2016). Better and worse: A dual-process model of the relationship between core self-evaluation and work-family conflict. *Frontiers in Psychology*, 7, 1579.
- Kislev, E. (2022). Relationship-Status and Work-Life Balance Satisfaction: Cross-Sectional and Longitudinal Analyses. *Applied Research in Quality of Life*, 1-28.
- Madhavi, C. (2015). Impact of work family conflict on job and life satisfaction. *International Journal on Global Business Management & Research*, 3(2), 35-45.
- Luk, D. M., & Shaffer, M. A. (2005). Work and family domain stressors and support: Within-and cross-domain influences on work-family conflict. *Journal of Occupational and Organisational Psychology*, 78(4), 489-508.
- Christiana, O. O., & Ogbogu, O. (2013). Work-Family role conflict among academic women in Nigerian Public Universities. In *International Academic Conference Proceedings*.
- Lee, N., Zvonkovic, A. M., & Crawford, D. W. (2014). The impact of work-family conflict and facilitation on women's perceptions of role balance. *Journal of Family Issues*, 35(9), 1252-1274.
- Adisa, T. A., Osabutey, E. L., & Gbadamosi, G. (2016). Understanding the causes and consequences of work-family conflict: An exploratory study of Nigerian employees. *Employee Relations*.

Mesmer-Magnus, J. R., & Viswesvaran, C. (2006). How family-friendly work environments affect work/family conflict: A meta-analytic examination. *Journal of labor research*, 27(4), 555-574.

Rastogi, M., Rangnekar, S., & Rastogi, R. (2016). Flexibility as a predictor of work–family enrichment. *Global Journal of Flexible Systems Management*, 17, 5-14.

Julien, M., Somerville, K., & Culp, N. (2011). Going beyond the work arrangement: The crucial role of supervisor support. *Public Administration Quarterly*, 167-204.

Maertz Jr, C. P., & Boyar, S. L. (2011). Work-family conflict, enrichment, and balance under “levels” and “episodes” approaches. *Journal of Management*, 37(1), 68-98.

Mansour, S., & Tremblay, D. G. (2018). Work–family conflict/family–work conflict, job stress, burnout and intention to leave in the hotel industry in Quebec (Canada): moderating role of need for family friendly practices as “resource passageways”. *The international journal of human resource management*, 29(16), 2399-2430.

Kalliath, P., & Kalliath, T. (2015). Work–family conflict and its impact on job satisfaction of social workers. *British Journal of Social Work*, 45(1), 241-259.

Shockley, K. M., & Allen, T. D. (2013). Episodic work–family conflict, cardiovascular indicators, and social support: An experience sampling approach. *Journal of Occupational Health Psychology*, 18(3), 262.

- Vieira, J. M., Matias, M., Lopez, F. G., & Matos, P. M. (2018). Work-family conflict and enrichment: An exploration of dyadic typologies of work-family balance. *Journal of Vocational Behaviour, 109*, 152-165.
- De Simone, S., Lampis, J., Lasio, D., Serri, F., Cicotto, G., & Putzu, D. (2014). Influences of work-family interface on job and life satisfaction. *Applied Research in Quality of Life, 9*, 831-861.
- Van Ruysseveldt, J., Proost, K., & Verboon, P. (2011). The role of work-home interference and workplace learning in the energy-depletion process. *Management revue, 151-168*.
- O'Neill, O. A., & Rothbard, N. P. (2017). Is love all you need? The effects of emotional culture, suppression, and work-family conflict on firefighter risk-taking and health. *Academy of Management Journal, 60*(1), 78-108.
- Power, R. A., Cohen-Woods, S., Ng, M. Y., Butler, A. W., Craddock, N., Korszun, A., ... & Uher, R. (2013). Genome-wide association analysis accounting for environmental factors through propensity-score matching: Application to stressful life events in major depressive disorder. *American Journal of Medical Genetics Part B: Neuropsychiatric Genetics, 162*(6), 521-529.
- Nicklin, J. M., & McNall, L. A. (2013). Work-family enrichment, support, and satisfaction: A test of mediation. *European Journal of Work and Organisational Psychology, 22*(1), 67-77.

APPENDIX
UNIVERSITY OF CAPE COAST
COLLEGE OF DISTANCE EDUCATION
QUESTIONNAIRE

Greetings, the researcher is a final-year University of Cape Coast student from Ghana. The study's goal is to see how work family conflicts affects job performance at Cape Coast Technical University. Your honest responses to the following questions would be greatly appreciated. Any information you supply will be used solely for academic purposes and will be kept private. It will take about 10-15 minutes to complete the questionnaire. Please check () the proper answers or alternatives and offer answers where necessary.

Section A: Demographic Characteristics

1. Age
 - a. 20-24 [] b. 25-29 [] c. 30-34 [] d. 35-39 [] e. 40-44 [] f. 45-49 []
 - g. 50 and above []
2. Gender
 - a. Male [] b. Female []
3. Highest Educational Level a. HND [] b. Degree []
 - b. Post Graduate []
4. Staff Category a. Junior staff [] b. Senior staff []
5. Number of years served at the institution: below 1 year [] 1- 5 years [] 6-10 years [] 11- 15 years [] 16years and above []

Section B: Work family conflict

Indicate your level of agreement with the statements below regarding information on the WFC at your institution. Your replies will be scored from 1 to 5, with 1 denoting the least agreement and 5 denoting the most agreement.

Constructs	1	2	3	4	5
Time based conflicts					
My work keeps me from my family activities more than I would like					
The time I must devote to my job keeps me from participating equally in household responsibilities and activities.					
I have to miss family activities due to the amount of time I must spend on work responsibilities					
The time I spend with my family often causes me not to spend time at work activities that could be helpful to my career					
The time I spend on family responsibilities often interferes with my work responsibilities					
Strain-based Conflicts					
When I get home from work, I am often too frazzled to participate in family activities/responsibilities					
I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.					
Due to all the pressures at work, sometimes when I come home, I am too stressed to do things I enjoy					
Tension and anxiety from my family life often weaken my ability to do my job					
Behaviour-Based Conflict					
The problem-solving behaviours I use in my job are not effective in resolving problems at home.					

Behaviour that is effective and necessary for me at work would be counterproductive at home					
The behaviours I perform that make me effective at work do not help me to be a better parent or spouse					

Section C: Job Performance

To what extent do you attribute these indicators of employee performance to how satisfied you are in your institution? Where 1 denotes least agreement and 5 denotes strong agreement each item.

Performance Indicators	1	2	3	4	5
I am a top performer					
I am always present at work					
My services are better than other employees.					
I get along better with guests than others do					
I have better knowledge about my work					

Thank you!!

