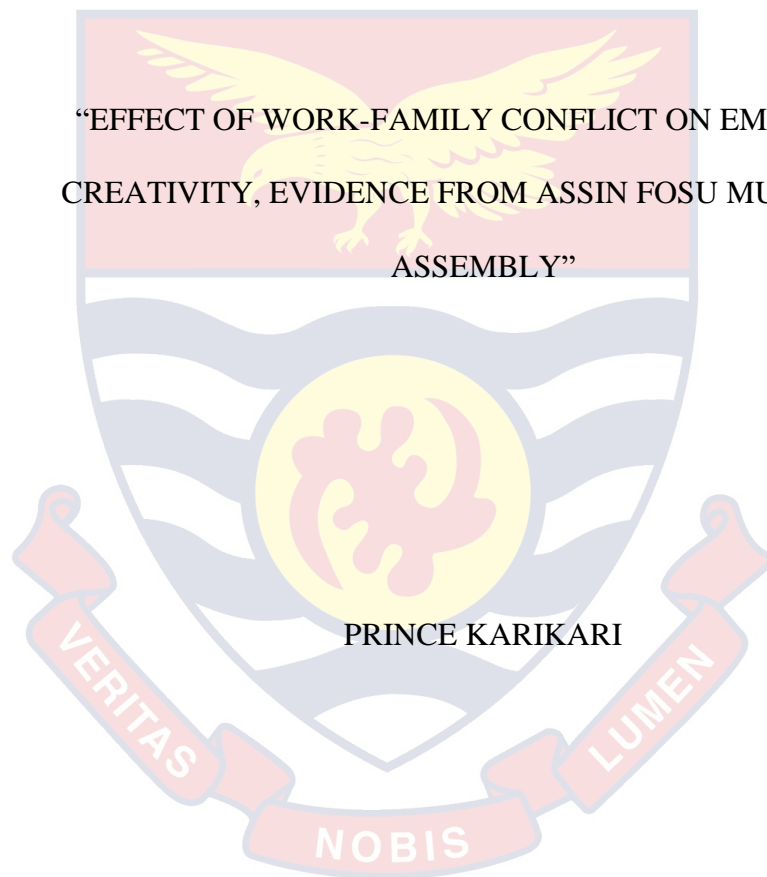


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EFFECT OF WORK-FAMILY CONFLICT ON EMPLOYEE CREATIVITY,
EVIDENCE FROM ASSIN FOSU MUNICIPAL ASSEMBLY



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

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DECLARATION

Candidate's Declaration

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

Candidate's Signature Date

Name: Prince Karikari

Supervisor's Declaration

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

Supervisor's Signature Date

Name: Prof. Mrs. Abigail Opoku Mensah

ABSTRACT

Creativity is an essential part of organizational innovation, which drives economic wealth. However, the emergence of the dual-career couple means that family support has been limited and the employee has to deal with the effect of time constraint, the strain associated with it, and the psychological effect of behaving differently at work and home. The research was undertaken to show the effect of “work-family conflict” on workers creativity with four (4) specific objectives. To achieve this, the study used quantitative methods to collect data from respondents. The study identified a significant negative connection between work-family conflict and employee creativity. It was also found that the support of family members plays a positive role in employees' ability to balance work and family life demands and career progression. The responses received from respondents in the study revealed that indeed employees face a lot of challenges in the area of being creative at work because of work-family conflict issues. It is therefore recommended that the government should consider implementing more work-life balance friendly policies such as setting up daycare centers close to district assembly buildings to enable employees to focus on the work at all times. The local government of Ghana should also be restructured to accommodate flexible working hours that will assist employees to balance their work and family life. These policies will go a long way to facilitate the balance between work and life and consequently, help employees to bring their creative skills to bear.

KEY WORDS

Work-Family conflict

Behavior-based conflict

Time-based conflict

Strain based conflict

Supervisor Family Support

Creativity



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DEDICATION

To my family Beatrice Appiah-Adjei, Kwakye and Serwah



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CHAPTER ONE

INTRODUCTION

The cultural value of creativity at every level of an organization is colossal (French, Dumani, Allen, & Shockley, 2018). History has always praised people who are creative in the things they do. However, work-family conflict is seen as affecting employee creativity (Berlato, Fernandes, & Mantovani., 2019). This is due to the increase of women in the labor front which has changed the traditional role of people within the two-parent (nuclear) family system (Hirschi, Shockley, & Zacher, 2019). Recently employees have to deal with the problem of not being able to balance time and resources between the various life domains. There is therefore the need to study the effect of work-family conflict on employees' creativity. This chapter presents the context of the project, the problem statement, purpose of the research, objectives of the study and research questions. The chapter also discusses significance of the study, limitations, and delimitation, and finally how the research will be organized.

Background to the Study

“Balancing work and family demands require people to divide their time and energy between these two vital and demanding spheres.” (Ruspini, & Crespi, 2016). Rick Gibson (2017) believed that “a striking balance between family and work roles is an enormous challenge for working adults who aspire to excel in their employment and take care of their families at the same time.” Historically, researchers have given separate attention to the fields of work and family in sociology and organizational psychology as men were presumed

to be the “breadwinners” and women known for their role as “homemakers” and were spotted as autonomous classifications (Rahman, Ali, Jantan, Dato'Mansor, & Rahaman, 2020). However, one is surprised if a woman is not working, in recent times (Hirschi, et. al., 2019). The increasing inclusion of women in the workforce has altered the conventional roles of people in the two-parent (nuclear family structure (Rahman et al., 2020). Consequently, the growth of the dual-career couples' phenomenon (Berlato, et.al., 2019). Work-family dispute is therefore, a situation considered to be significance in recent times (Rasool, Wang, Zhang, & Samma, 2020), especially to successfully exhibit one's creative abilities.

A lot of changes happening in the world today has been on the back of creativity and people's ingenuity. The rapidity of these changes has pushed organizations to demand extensive innovations from all employees, from the lowest of rank to the highest in the organization. Creativity is producing and nicely implementing new and relevant ideas by a person or group of persons in the same working space.

Evans, (2017) posited that “the rewards of combining personal and professional lives may outweigh the costs or negative effects associated with it.” Work-family conflict is reflected in three forms involving balancing time demand of the different domains, role conflict from the different domains, and balancing an individual's behavior towards the different domains of life (Schnettler, Miranda-Zapata, Grunert, Lobos, Lapo, & Hueche, 2020). Work responsibilities, individual aspirations, and family roles race for the same time and devotion of working adults (Ramasundaram & Ramasundaram, 2011). Time balance is a concern with an individual giving equal and/or satisfactory

attention to the various dimensions, without any feeling of dissatisfaction. Indeed, Carlson, Ferguson, and Kacmar, (2016) identified that managing time for the different domains of life is one of the difficult activities modern employees have to undertake.

Creativity requires a gestation period, where individuals take time to saturate a problem and welcome various suggestions. The inability to adequately devote enough time for work domains of life can therefore be spelled out to reduce an individual's ability to be creative. Balancing stress and/or tension generated from roles performed in the various life domains can influence how the individual fulfills the requests of other obligations. Eby, Robertson, Williamson, and Maupin, (2020) explained that "strain-based conflict takes place when the efficient performance of one role is affected by the pressures encountered from another role."

Hashim et. al. (2019) opined through componential theory that "supportive work environment can potentially enhance creativity of employees at work." The theory posited that the ability of an individual to be creative depends on the environment he or she found him or herself at any specific moment in time. The conflict between work and family will act as the environment the individual finds himself. The theory of work-life balance posits that work and life belong to separate domains of people's lives, each of which accomplishes a different purpose in that individual's life. Work-life balance theory used in this research seeks to explain the concept and how employees can ensure its deployment to reduce any form of work family conflict capable of occurring.

“The conflict due to tension is the domino effect of the imbalance between the workplace obligations and family needs, when confronted with inadequate time and resources to function to the magnitude that staffs within the organization require that the employers and household prefer and need” (Rubab, 2017). Family obligations require an individual taking care of the elderly and children in the family, providing for the financial needs of the family. The fulfilling of these family obligations means that there is a limitation on the fulfillment of work demands.

Behavior-based conflict arises from the incompatible behaviors demanded by the different roles played at work and home. Some job positions require self-reliance, emotional security, objectivity, and hostility. (Kamdar, 2018). The difficulty people have adjusting to these opposing demands on an individual’s attitude can lead to behavioral conflicts (Weerarathna, & Perera, 2018).

Earlier researches (French, Dumani, Allen, & Shockley, 2018; Shockley, Shen, DeNunzio, Arvan, & Knudsen, 2017; Ghislieri, Gatti, Molino, and Cortese, 2017) indicate that “conflict between work and family domains has a adverse effect on job satisfaction, and consequently, organizational commitment” (French, Dumani, Allen, & Shockley, 2018; Shockley, Shen, DeNunzio, Arvan, & Knudsen, 2017; Ghislieri, Gatti, Molino, & Cortese, 2017). Work-life balance is found to have negatively influence employee performance (Wolor, Solikhah, Fidhyallah, & Lestari, 2020). The focus has been on flexible work arrangements and policies that make a worker discharge his duties effectively and at the same time be able to attend to other family and personal needs (Cheng, Oelberger, Weaver &

White, 2020). Such flexible working arrangements include part-time jobs; flexible working hours, homework, shortened work week/hours, job sharing, leave schemes, work shift, and emergency call-back to work (Pepin, et. al., 2018)

In Ghana, employment in the formal sector has been dominated by the public sector for a long time where there is a customary eight-hour work per day or forty hours in the week for all employees of the same institution (including one-hour break). The issue of 24/7 working activity is therefore limited to a few organizations such as health facilities, police service, hotels, and a few others whose services are needed around the clock. In most of these organizations, shift working and leave systems are implemented to enhance the work-life balance of employees. Others such as the National Disaster Management Organization (NADMO), Ghana Fire Service (GNFS), and security agencies combine the leave system with the emergency call back system. In organizations such as local government (MMDAs), educational institutions, and the judiciary system, the working hours are flexibly limited to the general working hours of eight-hour work per day or forty hours in the week. NADMO and GNFS also make use of the leave system.

To ensure an equilibrium between employee duties and family responsibilities, the constitution of Ghana also guarantees employees some level of benefit that may help them in an attempt to balance their work and family life. Benefits such as paid annual leave, paid holiday, rest, leisure, and reasonable limitation of working hours. These benefits feature in articles 24, 79, and the Labor Act (Act 651), as well as other Human Rights Treaties and conventions that Ghana is a signatory to. All of these articles and laws come

together to offer the MMDA workers room to balance their work and family life.

Statement of the Problem

In the life of every organization seeking to gain a competitive advantage over rivals, development is crucial. Among traditional organizations, a creative organization is established. It has unique projects, leading to a high turnover of staff, especially among creators. It is represented by individual creative imagination, which is translated into output and goods. Many organizations are successful today because of their ability to be innovative and creative in their dealings. In the public sector, it is recognized that the function of intangibles in the public sector, such as creativity and innovation, also needs to be advanced in terms of measurement and therefore enables us to assess their contribution to economic productivity growth and well-being (Borseková, Petříková, & Pevcin, 2013).

However, balancing the demand for work and family lives of people has been predicted to have the potential to limit a person's aptness to use his or her creative capabilities (Marsh, 2018). Meliala, Eliyana, Hamidah, and Habibi (2020) and Zeerak, Kamran, Khan, and Khan (2018), also found that workers go through emotional experience linked to anxiety, tension, and stress-induced by work and family life factors. Gibson (2017) observed that striking balance between family and work obligations is an enormous challenge for working adults who aspire to achieve excellence in their job and simultaneously take care of their families. With a limited time to share among work and family life, employees have limited or no time to exercise their creative abilities.

Therefore, the goal of the study is to look into the effect of conflicts at the work place and family setting on the creativity of the employee.

The final gap identified in the literature has to do with the effect of work-life balance on employee's creativity. Most research in work-life balance has been on the effect on job satisfaction, employee turnover, and related areas, with almost nothing on the impact of work-life balance on employee creativity (Bloemberg & Beek, 2011). On the other hand, most studies on creativity have mostly been focused on teaching and learning (Muñoz-Pascual, & Galende, 2020). However, there is a need for creativity to exist in all institutions, in today's changing world. (Muñoz-Pascual, & Galende, 2020) also identified significant issues of work-family conflict in the public sector, which could be amplified by flexible working hours and tight work week. Against this background, this study seeks to look into the impact of work-family conflict on creativity, with evidence from Assin Fosu Municipal Assembly.

Purpose of the Study

The purpose of this study is to identify the effect of work-family conflict on the creativity of employees in Assin Fosu Municipal Assembly in the Central Region.

Research Objectives

Specifically, this study seeks to;

1. "Examine the effect of behavioral-based conflict on employee creativity."

2. “Examine the effect of strain-based conflict on employee creativity.”
3. “Examine the effect of time-based conflict on employee creativity.”
4. “Examine the extent to which family-supportive supervisor behaviors moderate the relationship between work-life balance and employee creativity.”

Research Questions

The study will aim at answering the questions;

1. “What is the effect of behavioral-based conflict on employee creativity?”
2. “What is the effect of strain-based conflict on employee creativity?”
3. “What is the effect of time-based conflict on employee creativity?”
4. “What is the extent to which family-supportive supervisor behaviors moderate the relationship between work-life balance and employee creativity?”

Significance of the Study

As stated earlier, employee creativity is undoubtedly important to the survival of modern enterprises in the face of rapid global competition and advancement in technology. Thus, a study of the elements that could enhance or constrain creativity is in the right direction. It is therefore the hope of the researcher that the outcomes of the study will help to inform employers, human resource practitioners, and employees on the effect of work-life

balance on employees' creativity. It will also help in the contriving of work-life balance policies which will help employees to maximize their creative skills.

Secondly, "to reduce and eliminate the negative impact of work-family conflict on employees and the organization as a whole, it is vital to identify strategies that potentially can offset their negative impact on employees."

The findings of this study will also serve as additional knowledge to literature in the bid to understand work-family conflict issues better and enhance creativity.

Delimitation

This study concentrates on only employees of Assin Fosu Municipal Assembly. Ziauddin, Khan, Jam, and Hijazi (2010), submitted that individuals in private institutions showed more dedication to their job than individuals in public institutions. Thus, those in the public sector have a better chance of attending to family-related issues (enhancing their work-life balance). This research is confined to the effect of work-family conflict and its double indicators of work-life and family/personal life. Particular attention is also given to employee creativity as a possible means of enhancing organizational development.

Limitations of the Study

Assin Fosu Municipal Assembly is the focus of this research. In an area of a different characteristic, the findings are likely to change. Secondly, the bevy of the data was through the use of questionnaires because of the quantitative nature of the research. The questionnaire was limited to the

responses of the respondents in the case where a respondent could neither read nor write. Besides, the use of correlation for the analysis makes it difficult to prove cause and effect relationship. It also reduces complex behavior into simple components. The questionnaire is however designed to limit the weaknesses of using correlation for the analysis.

Definition of Terms

Work-Family conflict is “a form of inter-role struggle in which the pressures that arise as a result of the incompatible different roles perform employees at home and at work.”

Behavior-based conflict is said to be the conflict that arises when an individual is not able to cope with the changing requirements of different roles played at home and at work.

Time-based conflict is associated with excessive work time that conflicts with the individual’s schedule and the overload of roles assigned to a person

Strain based conflict happens “when the stress from one role is affects the performance of another role.”

Family support monitoring is an informal way by which organizations can ensure that their employees can manage their work and non-work roles.

Creativity is a novel and appropriate idea generated from science, arts, education, business and daily life in any field of human activity.

Organization of the Study

This research is divided into five main chapters. First chapter contains an introduction to the entire research it clarifies the background, which sets the

preamble for this study. The problem statement which conveys the gaps and the basis for the study is also stated. In this chapter, the objectives of the study that help readers to know what this research seeks to achieve are also specified. Research questions and hypotheses are also stated in this chapter to guide the researcher. The significance of the study as well as the chapter organization have all been defined in this chapter.

The second chapter of this research comprehensively reviews literature on work-life conflict/balance and its impact of time-based conflict, stress, and behavior-based conflict on employee creativity. Specifically, it presents a comprehensive discussion of the various variables in this study. There is also a clarification of concepts and a review of the empirical literature. The theoretical framework for the research is also discussed and a conceptual framework is drawn for the study. Based on the literature reviewed, hypotheses are stated.

Chapter three deals with the step-by-step approach to this research, the methodological principles that are employed in the conduct of data collection and analyses are explained. It first introduces readers to the study area and the scope of the research before going into the methodology. It also introduces the research design, research population and samples, research setting, target/accessible population, sampling techniques and sample size. Detailed data collection procedures, analytical techniques, instrumentation, validity and reliability, and finally, discusses the ethical strategies for the research.

The fourth chapter contains a presentation of results and interpretation of the analyzed data. It includes a summary of the demographic information of the respondents, a preliminary analysis of the analytical procedures used, a

consideration of the model used, and the hypothetical relationships. The research results are further discussed in relation to the research objectives. It also attempts to identify the outcomes of the data collected.

The final chapter summarizes key outcomes and their consequences for MMDA employees. Conclusions are also drawn and recommendations made to stakeholders.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter discusses the literature on the impact of work-family conflict on employee creativity. It specifically concentrates on identifying the consequence of work-family conflict on employee creativity in the workplace. Variables associated with an individual's effort to balance his/her work and life outside the workplace such as time, strain, and behavior stress that are also considered. This part of the study discusses the theoretical, empirical, and conceptual structures that put this research into perspective. The theoretical framework focuses on the theories that best expound the relationship between the variables of importance. On the other hand, the empirical framework discusses the work done by other scholars on this issue, while the conceptual framework shows the graphical relationship between these variables.

Theoretical Review

Theoretical analysis explains the hypotheses emphasized in this study. These hypotheses are intended to clarify the research question and express the reasons for the published verifications and criticism based on the findings that would be achieved from this study. The theory reviewed is the Componential Theory of Creativity and work life balance.

Componential Theory of Creativity

“The componential theory suggests that a supportive work environment can potentially enhance the creativity of employees at work” (Hashim, Sueb, Damio, & Hashim, 2019). This model focuses on “the

interaction of environmental and social variables with individual intellectual abilities and personality characteristics.” The degree of creativity an individual generates at any specific moment in time is a feature of the components of creativity acting within and around that individual at that time.

The theory identifies four main constituents that are essential for any creative act. These involve three individual-related issues; “domain-related abilities (experience in one specific or more domains)”, “creativity-related processes (cognitive and personality processes that leads to new thinking)”, and “work motivation (especially, the intrinsic stimulus to participate in the task out of interest, pleasure, or an individual sense of contest)”. The surrounding environment is defined by the model as the fourth component that is externally not related to the person, particularly the social environment in which the individual works (Hashim et. al., 2019). This includes all extrinsic motivation that have been shown to weaken intrinsic motivation, as well as a variety of other environmental variables that can threaten intrinsic motivation and innovation or act as stimulants.

Nonetheless, it is worth remembering that in parallel to its influence on intrinsic motivation, the work environment inevitably influences skills that are relevant to the work domain and creativity processes. Hence, “the componential theory offers definite conceptualizations of probable and credible means for management and supervisors to influence creativity and innovation” (Nakano & Wechsler, 2018). The model suggests that “positive leadership behaviors influence employees’ perceptions of management and supervisor support, which in turn stimulates creativity” (Hashim et. al., 2019).

The componential theory has many differences. “Firstly, the model is relatively all-inclusive in nature, covering both the person and the external social environment for skills and motivation.” Secondly, “it emphasizes the social environment and the effect of that environment on the person who engages in the creative process, particularly the intrinsic motivation of the individual.”

Application in Organizational Settings

Perhaps many managers may have trusted the theory's tools and strategies to encourage creativity and innovation in the organizations. Indeed, Fasone (2017) pushed that, the principle can be extended to any field of human operation, with the uncluttered elements and processes and their effect mechanisms remaining unchanged. For example, the way and manner of operation of a service providing organization will be different from that of a manufacturing company. Thus, the mode of creativity in these two organizations is likely to be different.

Besides, characteristics such as team dynamics and top management attitudes are included in the work environment aspect in organizations, which are unlikely to be as relevant in non-organizational settings or even current. And the creative process is likely to vary across domains of operation. For example, in organizations, the ways people identify issues or verify potential solutions are likely to be very different from how such tasks are conducted in the arts or laboratories of basic science.

The theory was applied in this study to link work-family conflict to employee creativity. In the work-family conflict environment, there are behavioral-based conflict, stress, and time-based conflict.

Critique of the Componential Theory

Like any other theory, the componential theory also has its weakness. As applied to organizations, a fatal flaw of the componential theory is its emphasis on variables within an organization. Furthermore, the theory does not always mention the physical environment's effect on innovation. Despite this, a predictive capacity in describing employee ingenuity has been shown by the componential theory.

Work- life balance Theory

The theory of work-life balance, also known as work family border theory was proposed by Clark (2000). The theory posits that “work and life are considered to belong to separate domains of people’s lives each of which accomplishes a different purpose in the lives of the individual.” According to Clark, work –family border theory states that “every person’s role differs with specific domains of life such as work/family domain and these domains are generally separated by borders”. At the center of the work family border theory proposed by Clark, is the ability of employees to integrate their multiple roles in the work place and at home. Also, the work family border theory explains “how employees are able to negotiate the borders between them to attain balance.” “The outcome of interest in this theory is work – family balance, which refers to ‘the satisfaction and good functioning at work and at home with a minimum role conflict.’” (Clark, 2000)

The work life balance theory explains that “work and family belong to different domains of employees’ lives and they tend to cause an influence on each other.” The theory describes individuals crossing borders with their ability to move from home to the work place on regular basis in their quest to

achieve their goals and also meet the demands of each of the domains. The extent or how well these movements are made go a long way to influence the conflict that arise between these domains. Literature has categorized these borders into three categories and they are: temporal, physical or psychological borders.

The key assumption of the work family border theory is the extent of integration and the degree of conflict that arises as a result of the nature of integration. Although employees work and life activities are sometimes difficult to alter, employees in their quest to ensure a balance between their work and family can put in place ways to avert any conflict occurring will remain at its minimum. The work life balance theory contributes to the study of work family conflict by showing “how employees are able to balance their work and family roles to prevent any form of conflict when may have a consequence on their performance.”

Work life balance theory shows how people construct, maintain and negotiate their work–family boundaries (Clark, 2000). Farrastama, Asmony, and Hermanto (2019) suggested three ways to achieve work life balance. They are: firstly, individuals must commit equal amount of their time and psyche involvement in their work and life roles. According to Hill, Hawkins & Miller, (1996) “employees must consider the concept of balancing work and life roles as a zero-sum game where committing resource to one of the domains is regarded as taking away resources from the other, resulting in constant contention between the domains.”

The work life balance theory used in this study seeks to explain the concept of work life balance and how employees can ensure its deployment

can reduce any form of work family conflict capable of occurring. When employees are given work life balance opportunities and they make good use of these opportunities, their creativity will be enhanced since they will have the peace of mind as they are able to balance their work and family roles thereby reducing every form of conflict at the workplace or in their homes.

The Concept of Work-family conflict

The conflict that arises as a result of work and family was first explained by Wolfe, Quinn, Snoek and Rosenthal (1964), and it was further concluded by Farrastama, Asmony, and Hermanto (2019) on how the demands from an individual's roles influence his or her capabilities to meet the requirement connected with other roles in other aspects of his or her life. Work-family conflict has adversely affected the performance of organizations and employees (Farrastama, Asmony, & Hermanto, 2019). Various situations at the workplace cause employees to experience work family conflict. They include work stressors such as working hours (Nawab & Iqbal, 2013). Work family conflict refers to conflict that arouses from the domains of an employee's family that limits their capabilities to meet obligations at work (Li & Bagger, 2017).

Dierdorff and Ellington (2008) defined work-family conflict "as a form of inter-role conflict in which the pressures that arise as a result of the roles employees perform are mutually incompatible." Studies have revealed that work-family conflict has substantial consequences on employees such as creativity, career satisfaction, psychological well-being, low job performance, depression, and marital satisfaction. (Malik, Björkqvist, & Österman, 2017). However, according to Man, Zhu, and Sun (2020), "work- family conflict is

related to more severe psychiatric disorders that prevents an employee from performing his or duties adequately whether at home or at work.” Massoudi, & Hamdi, 2017; Mwangi, Boinett, Tumwet, & Bowen, (2016) states that “work family conflict comes about as employees show high level of commitment to the organization as compared to their commitment with family and as a result they cannot perform their family activities due to tight work schedule.”

Work-family conflict determines the level of stress that employees experience when they spend more time working which leads to less time being spent with the family. The conflict associated with the roles at home and the roles at work is inevitable because they are both demanding in different oppositions. Work family conflict is “a stress variable that emerges when an individual gives more time to work which results in conflict as a result of not meeting family demands.” Naderi, Hesarzadeh, and Nasirzadeh (1992) stated that “work and family roles are inversely proportional thus, giving time to one results in conflict with the other role.” Employees find it sometimes difficult to balance these roles and may affect their performance at work (Newman, Herman, Schwarz, & Nielsen, 2018). Recent studies have established that work and family tend to be bi-directional rather than unidirectional as past studies posited (Soomro, Breiteneker, & Shah, 2018). When home issues spill over to affect work, it can be termed as family-based conflict and when work issues affects an individual’s ability to perform his or her duties well at home, it can be termed as work family conflict.

Work family conflict can be divided into three major areas of timed – based conflict, strain-based conflict and behavior –based conflict (Tang, Miao,

& Jiang, 2020). The time-based conflict “occurs when the time to be spent at work interferes with the time an individual needs to spend with the family.” Behaviour –based conflict “occurs as a result of the incompatibility between an individual’s work roles and family roles.” At work individuals are expected to ensure that rules are complied with but the home requires more of nurturing. When an individual is unable to adjust to these issues, it results in conflicts at home and work. “The strain-based conflict occurs when the tensions and demands that a person experienced at the work place follows him or her to the home.” This causes strain and brings about conflict (Abakah, 2018; Bowen, & Zhang, 2020).

Behavioural-Based Conflict

The behaviour exhibited by the role performed at work may differ from the behaviour to be exhibited by the roles to be performed at home. For example, studies have revealed that the role of a male manager demands emotional stability, aggressiveness and objectivity (Anand, & Vohra, 2019). “Behaviour –based conflict can therefore be said to be the conflict that arises when an individual is unable to adjust to the changing requirements of different roles they play at home and at work.” Chen et. al., (2018) proposed that “the behaviours that males are expected to exhibit at work (impersonality, power, authority, logic) may not be compatible with the behaviours their children want to see at home.” Choi, Cundiff, Kim, & Akhatib (2018) found that, most young managers are unable to adjust to the two incompatible behaviours; the restrictedness associated with emotions at work and the openness that the family expects to see.

Strain–Based conflict

“Strain –based conflict occurs when the tension, anxiety fatigue, irritability” (Karimi, Karimi, & Nouri, 2011) encountered at work is extended home. “Strain conflict occurs when the stress one encounters in performing his or her role affects the performance of another role.” (Liang., 2020). The roles are not compatible in the sense that the stress that one goes through in meeting the demands of one role affects or makes it difficult to meet the demands of the other role. “Ambiguity of work roles has been found to be a major contributor of work-family conflict” (Pattusamy, & Jayanth, 2016; Poulouse, & Sudarsan. 2018). Physical and psychological demands at the workplace also causes work-family conflict (Rossland, & Alveid, 2020). “Strain–based conflict can be described as the negative emotional spill over from work to non-work areas.” (Bartolome & Evans, 1980).

Sarafis et al., (2016) define Strain based conflict “as the exhaustion that people experience as they execute a role and that affects their ability to participate properly in other roles.” Studies have revealed that time based and strain –based have similar sources at the work domain. Employees who perform non challenging and routine tasks at the workplace experience strain which leads to work family conflict (Shukri, Jones, & Conner, 2016). Excessive time involvement with a particular task can also cause strain which leads to work family conflict (Sirgy & Lee, 2018).

Time– based conflict

The many roles assigned to individuals that compete for their time. Time spent on engaging in a particular role cannot be used to achieve another role as well. “Time based conflict is associated with excessive work time that

conflicts with the individual's schedule" (Van der Vegt, Zuccon, Koopman, & Deacon, 2020) and the overload of roles assigned to a person can also lead to time-based conflict (Kahn et al., 1964). Literature has revealed that time-based conflict can take two forms. They are; the time pressures associated with a person meeting one role that makes it physically impossible to achieve the expectations of other roles.

The second form of time –based conflict is when the pressures produce a preoccupation with a particular role even when the individual is trying to meet the demands of the other roles (Veda, & Roy, 2020). "Work family conflict that arises as a result of time-based conflict is associated with the number of hours an individual works per week" (Wang, Lee, & Wu 2017; Wijk, Bergsten, & Hallman, 2020). The frequency with which workers work overtime and the irregularity associated with their shift system as well (Wolor, Kurnianti, Zahra, & Martono., 2020). A study conducted by Xu, and Cao (2018) revealed that the time based conflict associated with the role of staff members was higher than faculty members even though the faculty members worked for more hours than the staff members however, the staff members had more control over their schedules and this resulted in a less time –based conflict.

However, conclusion cannot be drawn that a flexible schedule automatically reduce work –family conflict." Allen, French, Dumani, & Shockley, (2018). Perceived time conflict has the possibility of influencing the creative value of an organization directly or indirectly (Aleksić et al., 2017). When employees face time conflict, there is the likelihood of them facing time pressure. Van der Vegt, et. al., (2020) defined time pressure "as the obligation

of a deadline.” (Van der Vegt et al., 2020) state that “time is regarded as one of the most creativity-impacting tools because time is needed at every point of the creative process, from problem analysis through incubation and inspiration to verification of ideas.”

“Empirical research has resulted in mixed and inconsistent results as to whether time pressure undermines or encourages creativity (Anderson, Potočnik & Zhou 2014; Aleksić et. al., 2017).” Three observational studies showed that time pressure had a detrimental impact on creativity. “The results of a questionnaire study also provided evidence of a positive correlation between time pressure and idea generation/implementation.” Aleksić et. al., (2017) concludes “a positive correlation between daily time pressure and daily innovation was demonstrated.” Schepers, Nijssen & Van der Heijden (2016) also says “a high level of time pressure may ignite frequent role conflict, which may in turn cause stress, physical and psychological disorders.” Besides, stress can result in patterns of routine behaviour and thus reduce creativity (He, Zhou, Zhao, Jiang & Wu, 2020).

Family supportive supervisor behavior

“Family supportive supervisor behavior can be defined as the behaviours that are exhibited by supervisors that are supportive of the wellbeing of the families of their employees.” (Tang et al., 2020). Crain, and Stevens (2018) defines “a family supportive supervisor as someone who supports his or her employees desire to ensure balance between work and family roles.” Family supportive supervising “is an informal means by which an organization ensures that its employees are able to manage their work and nonwork roles.” Organisations engage in providing emotional supports. Such

as conveying respect, sympathy and understanding for employees non work roles. Also, the provision of instrumental support such as responding to employee's non work needs such as providing relevant resources and services.

Supervisors can also act as role models by demonstrating effective management of their own work-nonwork roles and also by providing innovative solutions to the work- nonwork issues of employees. Thereby promoting employee effectiveness in performing both their work and nonwork responsibilities (Qing, & Zhou, 2017). Rofcanin, de Jong, Las Heras, and Kim (2018) defined family supportive supervisor behavior as the workers perception of the supportiveness of their supervisor. Various studies have conceptualized FSSB into four dimensions. They are; FSSB being described as a perception. Thus, the perception the followers have about the extent to which their supervisors are being supportive towards their non-work roles. The role modelling dimension refers to how supervisors are able to demonstrate to their subordinate how to integrate their work and non-work roles.

The third dimension is the instrumental support. This is a reactive form of the supervisor's support as the supervisor meets the work and family needs through day-to-day management activities, (Hammer et al., 2009). The final dimension is the creative work-family management. This is the management-initiated activities to ensure the restructuring of work to enhance employee efficiency and effectiveness on the job and off the job (Hammer et al., 2009). This form of supervisor's behavior is proactive and innovative as well. For instance, a supervisor may change the location, the time and the place where work should be done. Studies have revealed that each of the four dimensions

of FSSB has a negative relationship on work family conflict. A study conducted by Breugh and Frye (2008) revealed that working for a family supportive supervisor had a negative correlation with work family conflict.

Employee Creativity

Creativity has been defined differently by researchers and there is no generally accepted definition for creativity (Usman, & Xiao, 2017). According to Yang, Gu, and Liu (2019), “Creativity is the production of novel, appropriate ideas in any realm of human activity, from science, to the arts, to education, to business, to everyday life”. Thus, creative ideas must be new and attempt to address the problems or the situations at hand. Abu-Bakar, Liew, and Tan (2016) defined creativity as “the generation of new and essential ideas.” Akgunduz, Alkan, & Gök (2019) also defined creativity as “the production of important ideas, processes or products by a person or a group of persons.” However, creativity is commonly defined by researchers as the production of new and important ideas or solutions to problems (Akinola, Kapadia, Lu, & Mason, 2019). Creativity includes two main dimensions. The first dimension is the novelty of notion and the second dimension relates to the usefulness of these novel ideas (Bhatti, Vorobyev, Zakariya, & Christofi, 2020).

Employee creativity is the engendering of new and essential ideas by employees to solve organizational problems (Çekmecelioğlu, & Özbağ, 2016; Corfman, & Beck 2019; Coelho, Augusto, & Lages, 2011). Studies have revealed that innovation with organizations on several occasions is highly dependent on the creativity level of the employees (Dul, & Ceylan, 2011; Jaiswal, & Dhar, 2016). Employee creativity is very essential in every

business organization. And that has resulted in several researchers conducting studies to examine the antecedents of employee creativity. As employees belong to families and therefore have roles to perform and also as they belong to organizations and also have roles to perform, these roles may conflict, affect them psychologically and have an adverse effect on the creativity level of employees (Kalyar, & Kalyar, 2018).

Empirical Review

“Work-family conflict adversely affects employee creativity because of its potential to reduce task motivation which makes the difference between what some employees can do and what that employee will do.” Anand and Vohra (2019) “explored the links between work/family conflict, managerial support for work-life balance, family-supportive organizational perceptions, and employee creativity.” “The sample involved a diverse group of one hundred and four (104) clerical staff and front-line employees from a large social services organization.” “The participants completed self-report measures for work/family conflict, managerial support for work-life balance, and family-supportive organizational perceptions while their supervisors completed ratings of employee creativity for their respective direct reports.” The results showed “no correlation between work/family conflict and employee creativity, while both work-life balance management support and family-supportive organizational perceptions were significantly associated with employee creativity.”

Duan, Li, Xu, and Wu (2017) also conducted a study to assess what employee creativity entails. The study involved “a total sample of one hundred and ninety-one (191) comprising of section leaders, project leaders, research

managers, research scientists, workgroup professionals, and workgroup technicians from both the Basic (59%) and Applied (41%) divisions.” The study revealed that employees who were experiencing workfamily conflict couldn’t give creative suggestions at their workplace.

Ebbers and Wijnberg, (2017) suggested that “contrary evidence suggests that role conflict could improve creativity, regardless of the potentially negative impacts of role conflict.” The study found that there were important relationships of role between expectations of supervisor and creativity of supervisors reinforcing behaviors, behaviors of supervisor and employee view of expectations of creativity.

A meta-analysis was conducted by French et al., (2018) “using one hundred and fifteen (115) samples from eighty-five (85) studies comprising seventy-two thousand, five hundred and seven workers, the researchers compared the relative influence of four forms of social support in the workplace (perceived organizational support (POS); supervisor support; perceived organizational work-family support, also referred to as family-supportive organizational perceptions (FS).” The mediation analysis “showed that work-family-specific support plays a central role in individuals’ work-family conflict experiences.”

A two-week longitudinal study was conducted by Binnewies and Gromer (2012) “to analyze the role of work characteristics (creative necessity, job management, support for co-workers and supervisors) and personal initiative for the production of ideas, promotion of ideas, and implementation of ideas (creativity) by teachers.” Hierarchical regression analyses showed that

idea generation was predicted by creative tasks and job control, while support from co-workers and the supervisor envisaged idea promotion.

A study was conducted by Boakye (2013) to “assess the influence of work-family conflict on employee creativity.” The research included bankers in Accra. The participants of the study who were married and staying with their partners were one hundred and twenty (120) in number. The results of the study showed that “behavioural-based conflict had a significant negative effect on employee creativity, time-based conflict had a significant negative effect on employee creativity and strain-based conflict made a significant negative prediction of employee creativity.”

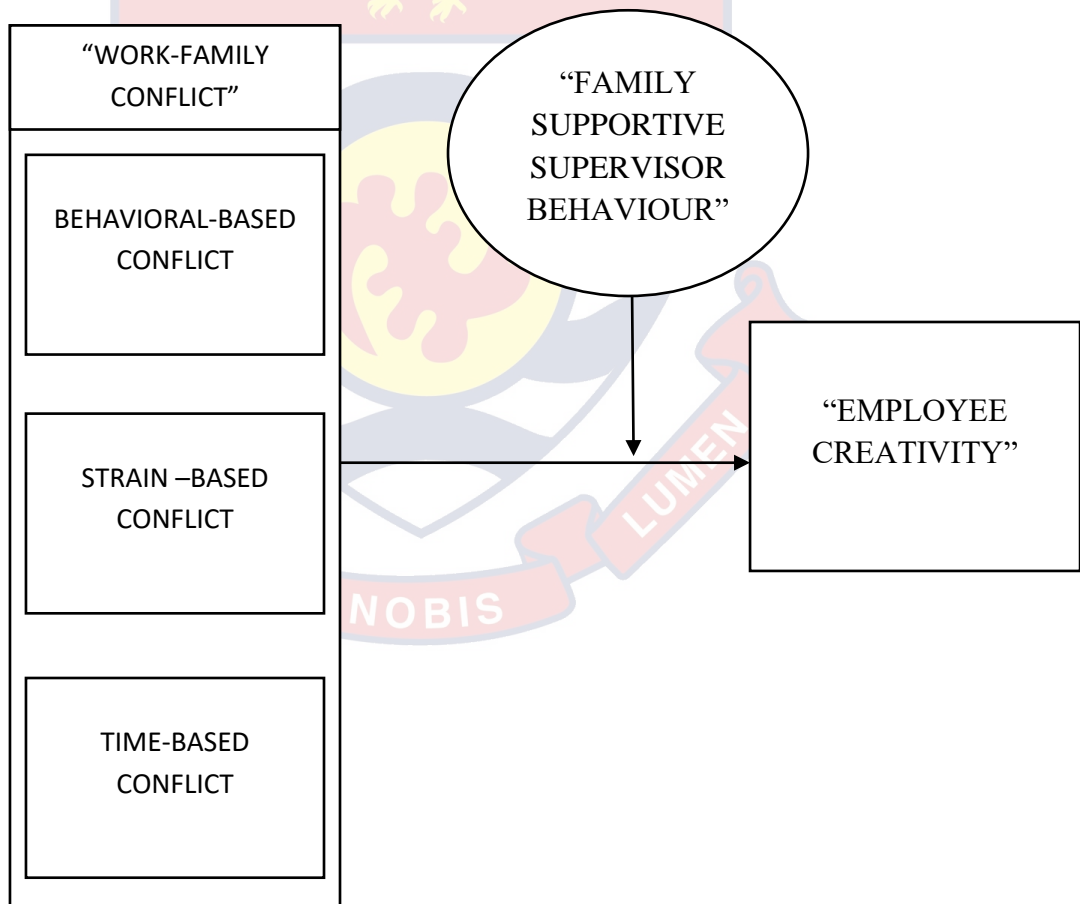
The moderating role of Family –Support supervisor behaviours on the relationship between work family conflict and employee creativity.

“Family supportive supervisor behavior is an important requirement for effective work family integration” (Straub, 2012). Family supportive leaders empathize with their employees and ensure that employees are able to balance their work and family roles (Almutairi, 2017). Ang, Hwa, and Teh (2018) posited that the supervisor’s support for the employees’ family roles impacts work family conflict outcomes. Studies have revealed that employees who experience WFC become anxious, depressed, easily irritated, uncertain about their roles, and frustrated (Antonova, 2016) which may consequentially result in a negative impact on their abilities to develop creative ideas. Albeit, other studies have also found that supportive supervisor behavior is associated with low work family conflict which in turn relates to proper balance of an employees’ work and family roles. This results in employees’ ability to develop creative ideas at their workplace. Therefore, this study seeks “to

assess the extent to which family supportive behaviours moderate the effect of WFC on employee creativity.”

Conceptual Framework

“The conceptual framework of this study reflects the objectives set for the study.” The framework shows that work family conflict influence employee creativity. The framework also shows “the moderating effect of family supportive supervisor behavior on the relationship between work family conflict and employee creativity.” The conceptual framework is shown in Figure 1



“Figure 1: Conceptual Framework for the Study Showing the Connections between Variables”

Source: Author’s Construction, (2020)

Based on the framework above, “there is a relationship between behavioural based conflict and employee creativity, strain-based conflict and employee creativity and time-based conflict and employee creativity, as well as family supportive supervisor behavior, work family conflict and employee creativity.” This study will employ these aspects in determining the effect of work family conflict on employee creativity at Assin Fosu Municipal assembly. The conceptualization based on the model, therefore, hypothesizes that “employee creativity is influenced by the provision of the family supportive supervisor behavior to reduce employees’ work family conflict.” The framework provides a conceptualization of the relationship between aspects of Work family conflict, family supportive supervisor behavior and Employee creativity. The framework of this study notes that work family conflict can be the reason for which employees’ creativity at Assin Fosu municipal Assembly.

Chapter Summary

In sum, the above review showed that there are different dimensions of Work life family conflict that must be addressed to enhance employee creativity. The chapter reviewed the componential theory and the Work life balance theory since most employees prefer and are motivated to work in organizations where opportunities to balance their work and family responsibilities and also provide creative solutions to problems at their workplace. Even though the review shows that behavioural –based conflict and employee creativity are negatively correlated, time –based conflict and employee creativity are positively correlated, Strain-based conflict and employee creativity are negatively correlated, this study sought to find out if

some of these claims are valid for this study. The current study incorporates the findings reported; antecedents used and recommendations made by these researchers to expand the literature within a Ghanaian context.



CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

Adjei, (2015) defines research methodology as “the processes and procedures to be followed in an attempt to achieve the objectives of the research.” It helps the researcher in obtaining reliable and accurate data as well as procedures for the study.

Thus, this chapter presents detailed information on the techniques and processes used in identifying work-family conflict and its related effect on employee creativity. Specifically, it focuses on the effect of time, strain, and behavior-based conflict on the creativity of an employee. It comprises the research design, target population, sample size, sample selection method, source and type of data used, data collection method and instrument, data analysis plan, and ethical issue.

Research Design

This research will be approached quantitatively to describe the effect of work-life balance stresses (time, behavior and stress) on employee creativity, as was used in similar studies (Brooke 2013; Saunders, Lewis, and Thornhill 2016; Creswell & Creswell, 2017) in different areas. The study used a quantitative multivariate correlational design, using the survey approach. The research used the correlation design because it concentrated on evaluating the path, degree, severity, and intensity of the independent variables (time-based conflict, strain-based conflict, and behavior-based conflict) and the dependent variable relationships or associations (employee creativity).

Quantitative research “gives the researcher the ability to collect large volumes of data quickly and efficiently” (Ho, 2015), providing “a generalized view of the target demographic population beyond the survey participants” (Saunders, et. al., 2016). A comprehensive set of results from a quantitative survey will also help to generalize the findings of a study to the study population. According to (Creswell & Creswell, 2017), “a quantitative questionnaire can be anonymous, giving respondents the confidence to discuss sensitive topics with complete honesty and transparency.”

Questionnaires were used with the survey technique to collect information from respondents which allowed the coverage of a range of participants in a short time. This design-focused not on creating a cause-effect relationship, but on analyzing the relationships between the variables of the indicator and the variables of the criterion.

Study Organisation

Assin Fosu municipal assembly is part of the Central Region of Ghana and was created in 2018 after its administrative area was divided to form Assin North district out of it. It is boarded in the north by Assin North District Assembly, in the south by Assin South District Assembly, in the west by Twifo Atimokwah District, and in the east by Asikuma Odoben-Brakwa District and Ajumako Enyan-Esiam District. The municipality is the most developed of the three Assin Districts; Assin South District, Assin Fosu Municipal, and Assin North District. According to the Ghana statistical service, Assin Fosu township alone has an estimated population of 20,541 (2016). The municipality covers an area of about 700 square kilometers. The main economic activity of the people is agriculture, which they mainly trade

with other nearby districts. It is therefore considered to provide enough information on public institutions in the area for decision making.

Population

The population of this study consist of all the public sector workers in Assin Fosu, especially those that fall under the guidance of the Municipal Assembly. They include Revenue Collection Department, The National Disaster Management Organization, The Municipal Health Directorate, Works And Housing Department, Environmental Health, Transport, Urban Roads And Sanitation Department, Social Welfare Department, Veterinary Services Department And Department Of Agriculture, as has been prescribed for a municipal assembly.

The target population for this study consists of all the 140 workers in the various departments in the Assin Fosu Municipal Assembly. As the only municipal assembly in the area, it has the largest number of public institutions under one roof, with some of them operating from there to the two remaining districts of Assin North and Assin South. Its workers consist of people with diverse ethnic backgrounds, posted from different regions of Ghana. It, therefore, provides adequate respondents with divergent views and cultural backgrounds, and a different understanding of work-life relationships.

Sampling Procedure

This study will employ a stratified sampling technique to select 103 respondents, to be included in the study. According to (Crotty, 1998), “the stratified sampling method is a technique that recognizes subgroups in the population and their proportions, and picks an equivalent proportion from each

sub-group to form a sample.” The district assembly system in Ghana consist of different departments performing different functions and functioning together as one. Thus, stratified sampling will be used

“The stratified sampling will help to group the various respondents into homogeneous sub-sets that share a similar characteristic and to ensure equitable representation of each stratum in the sample” (Saunders et al 2016). It depends on the characteristics of the population to group it into sub-groups. The group is formed in a way that all the elements in each sub-group are of similar characteristics. The main aim of this sampling method is to make sure that the differences in the various sub-groups are accounted for (Saunders et al, 2016). In this study, the basis for stratification will be the type of department. This was done to accommodate the different types of work done by the various departments. The researcher is of the view that given the different services they provide and the demand for their work, the research population is not homogeneous. For example, the kind of service provided by environmental health officers is different from the type of services provided by the Department of Agriculture. Similar differences run through the entire population. As such, the target population cannot be approached as a homogeneous group. The 103 respondents will therefore be distributed among the various departments proportionately, according to the number of workers in that department.

The sample size required for the study was determined by using Adam, (2020) Table for Determining Sample Size Determination. According to the table, a study with a target population of 140 should have at least 103

respondents. This study contains a target population of 140 and therefore will have a total of 103 respondents.

A sample of 103 respondents will be selected from the nine (9) departments that report directly to the assembly. These departments are also supervised by the assembly's central administration. These 103 respondents will be distributed to the selected departments (Central Administration, Human Resource, statistics, physical planning, accounts, agriculture, social welfare, works, and urban roads) according to their staff strength, as provided by the various head of departments. Table 1 below gives the number of respondents coming from each department; based on information provided by the department heads.

Table 1: Distribution of Respondents in the Various Departments.

No.	Department	Staff Strength	Number of Respondents
1.	Central Administration	89	66
2.	Human Resource	3	2
3.	Statistics	2	1
4.	Urban Roads	1	1
5.	Physical Planning	4	3
6.	Social Welfare Department	10	7
7.	Accounts	7	5
8.	Department Of Agriculture	15	11
9.	Works	9	7
10.	Total	140	103

Source: Prepared from data produced by Heads of Departments (2020).

Data Collection Instrument

This study will use a questionnaire as the main tool for data collection. “The questionnaire will be used because it is suitable for collecting data from a large population, which is literate and for information which can easily be described in writing” (Saunders, et. al., 2016). The population of MMDA workers in Assin Fosu is relatively large, with the majority of them being able to read and write. The study is also interested in work-life balance related issues, which can easily be described in writing. The choice of the data collection tool is also consistent with similar studies conducted by other researchers in other locations (Plonsky, 2017).

The instrument consists of a multidimensional 14-item scale developed by (Pitney, Mazerolle, & Pagnotta 2011), reflecting each of the three dimensions work family conflict and Family Supporting Supervisor Behaviors. On a scale from 1 (strongly disagree) to 5, objects are ranked (strongly agree). "I can depend on my supervisor to assist me with scheduling conflicts if I need it is a sample piece." Creativity was assessed using a scale of 13 products generated by Zhou and George (2001). For an aggregate ranking, the 13-item scale was summed. Direct supervisors familiar with the job actions of the workers were told to score each of their 13 innovative work habits. "Employee suggests new ways of achieving goals or objectives" is a sample piece.

The scale of work-life conflict comprises 17 elements designed by Carlson, Kacmar, and Williams (2000) “to measure work-to-family conflict (work interference with family) and family-to-work conflict (family interference with work).” The instrument contains another Ten (10) items to

measure how often work-family conflict occur and demographic information of respondents. The questionnaires was structured to ensure both quantity and quality data are collected and provide more information to better explain the phenomenon of work-family conflict and employee creativity.

Thus, the instrument contains a total of 59 items that are structured to collect the needed data for analysis.

Data Collection Procedure

Responses was obtained from questionnaires sent to the 103 respondents from the selected departments within the Assin Fosu Municipal Assembly. This was scheduled to take place for two weeks, from 2nd to 15th July 2020 by the researcher because he understands the instrument better and those responses was used as the basis for the study.

Pilot Study

“The instruments for the study was piloted to standardize and establish the reliabilities for the study.” Ten (10) volunteers from public institutions such as SSNIT and National Ambulance Service were selected to participate in the piloting of the questionnaires. The reliabilities for the various measures were established for the present study. “The reliability of a particular measure determined whether the various items of that measure assess comparable things and can be taken together and whether they are correlated and the scale is homogeneous” (Hoff, 2009).

Data Processing and Analysis

According to Adèr, & Mellenbergh (2008) analysis of data obtained for research is “a method of editing, cleaning, transforming, and modeling data

to take out useful information, suggestions conclusions, and supporting decision making.” The questionnaires were coded before keying the data into Statistical Package for Social sciences SSPS (version 25.0) for analysis with 1 - strongly disagree, 2 - disagree, 3-neutral, 4- agree, and 5- strongly agree

Data collected for this study were analyzed using Statistical Package for Social Sciences (SPSS) in performing descriptive statistics and inferential analysis (Standard Multiple Regression and Hierarchical Multiple Regression). The descriptive statistics computed were frequency, percentages, mean, and standard deviation were used to describe the phenomena of interest. “The Standard Multiple Regression was used to answer research question one, two, and three while both the Standard Multiple Regression and the Hierarchical Multiple regression were used to answer the fourth research question.” All data were analyzed at a significant level of 95% or $\alpha = .05$, as the minimum requirement in all business researches. Additionally, the value ($\alpha = .05$) has been chosen because the sample size was adopted from the figure calculated with a confidence level of .95.

Quality Control

Quality controls in research entail activities and procedures that are involved in ensuring acceptable levels of validity and reliability (Saunders, et. al., 2016). The researcher has put in place many measures to ensure the outcome of this study is a true reflection of the situation and very reliable for decision making.

Validity

According to Saunders, et. al., (2016), research instruments with a validity and reliability coefficient of 0.05 is acceptable for business research, as was used by Sekaran and Bougie (2016). Validity is the degree to which a research result for the whole population may be generalized. Zikmund (2000) defines the validity of analysis as the degree to which analysis tools assess what they are meant to test. “To ensure validity of questionnaires, the researcher reviewed other relevant literature and those literature supported the construct of the instrument.” “Some of the items in the scales were scientifically validated items.” “Further, the designed questionnaire was submitted to the project supervisor for vetting, correction, and approval before distributing it to the respondents.”

Reliability

Reliability applies to the reproduction and continuity of a sample to an earlier study. (Saunders, et. al., 2016). Some of the reliability threats that may be encountered in this study include participant error and participant bias. Saunders, et. al., (2016), describe participants’ error as any element which unfavorably modifies how a participant responds to an item on the instrument. On the other hand, participant bias can be any element which influences a respondent to produce a dishonest response (Saunders, et al., 2016). To avoid these problems, the researcher plans to distribute the questionnaires to respondents, for them to answer privately and at their sober moments. The reliability of the constructs that made up the scale was measured with the internal consistency approach (Cronbach’s Alpha). A Cronbach’s Alpha show internal consistency. (Pallant, 2005) states “since all the Cronbach’s Alpha

values are beyond 0.7, the scale can be considered as being reliable given the selected sample size.” Table 1 summarizes the reliability score for the individual constructs of the study.

Table 2: Reliability Results

No	Scale/constructs	Cronbach’s Alpha
1	“Work-Family Conflict”	.89
2	“Behavioral-Based Conflict”	.75
3	“Strain-Based Conflict”	.88
4	“Time-Based Conflict”	.89
5	Family Supportive Supervisor Behavior (FSSB)	.93
6	Employee Creativity	.82

Source: Field Survey, (2020)

It was concluded that the construct is highly reliable since Alpha value obtained was more than the 0.7 cut off point proposed by Pallant (2005). Saunders et al., (2009) explained that “internal consistency involves correlating the responses to each question in the questionnaire with those to other questions in the questionnaire.”

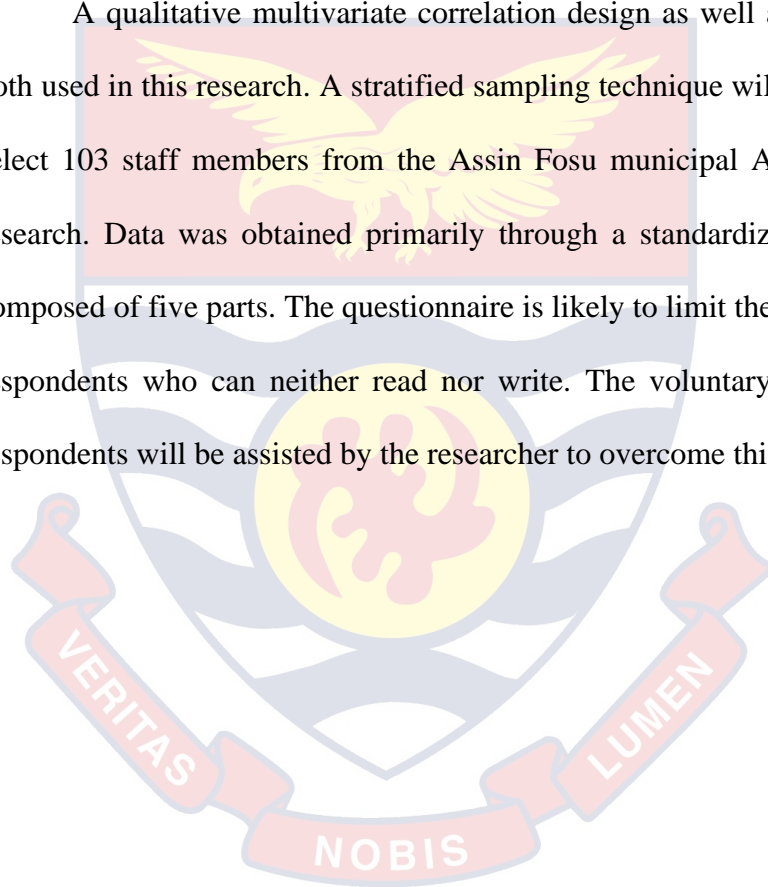
Ethical Considerations

A researcher needs to put human dignity first in an attempt to acquire knowledge (William, 2011). The researcher, therefore, wishes to put in place measures that will ensure respect for human dignity and ethical principles. The privacy of respondents and the confidentiality of the answers given are significant ethical concerns to emerge in this report.

As a remedy, items on the research instrument are designed to provide only information related to this research. Respondents are also allowed to ignore items they feel uncomfortable with. Finally, Respondents are advised not to provide their names or any inscription that may identify them on the research instrument.

Chapter Summary

A qualitative multivariate correlation design as well as a survey were both used in this research. A stratified sampling technique will be employed to select 103 staff members from the Assin Fosu municipal Assembly for this research. Data was obtained primarily through a standardized questionnaire composed of five parts. The questionnaire is likely to limit the responses of the respondents who can neither read nor write. The voluntary participation of respondents will be assisted by the researcher to overcome this limitation.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

According to Oso and Onen (2008), research results and discussions determine the usefulness of any research. It represents the actual research that has been conducted. The results section is the main research, justifying the researcher's choice of methodology and reason for the study. This chapter, therefore, presents the data collected in the study, analyses, the results, and discussion on the results.

As stated earlier in chapter one, the research sought “to identify the impact of work-family conflict on the creativity of employees in Assin Fosu Municipal Assembly in the Central Region.” The study adopted descriptive research design through quantitative approach. The analysis was guided by four (4) research questions of the study. The first section discusses the Response rate, demographic background of respondents, descriptive statistics for each construct in the study; however, the second section discusses results according to the research questions guiding this study

Response Rate

A total of one hundred and three (103) questionnaires were distributed to the nine (9) departments of Assin Fosu municipal Assembly (out of which 98 were retrieved) representing a 95.14% response rate. “This response rate was considered satisfactory” on the basis of the assertion made by Mugenda and Mugenda (2008) that “a response rate of 50% is satisfactory enough for quantitative analysis.” “A response rate of 95.14% is also considered adequate

as recommended by Saunders and Lewis (2012)”. The success rate in this research may be due to the researcher 's self-administration of the questionnaires from which the expected respondents from the nine departments were pre-notified on the actual date prior to the collection of data. The response rate is represented in Table 3.

Table 3: Response Rate

Questionnaire	Count	Percentage (%)
Returned	98	95.15
Non- Returned	5	4.85
Total	103	100

Source: Field Survey, (2020)

Demographic Data

The demographic data of respondents were gender, marital status, length of service, and some dependents.

Table 4: Gender of Respondents

Sex	Figure	Percentage
Male	66	67.35
Female	32	32.65
Total	98	100

Source: Field survey, (2020)

Table 4 indicates that out of a sample size of 98 respondents selected, 66 respondents were males representing 67.35 percent of the sample size whereas 32 respondents were females representing 32.65 percent. It is evident from this analysis that most of the respondents were males. “This result

highlights the notion that men are directly involved in the labor force at a much higher pace than women, which suggests that women are more involved in non-labor market behavior” (ILO, 2005). “This also points to the fact that the employment-to-population ratio in the country is comparatively higher for men than for women in the Ghanaian occupational system” (GSS, 2014).

Table 5: Marital Status of Respondents

Marital Status	Figures	Percentage
Married	75	76.53
Single	11	11.23
Divorced	4	4.08
Separated	6	6.12
Widowed	2	2.04
Total	98	100

Source: Field survey, (2020)

The study sought to discover the marital status of respondents to determine the availability of support to reduce work-family conflict experience. Table 5 shows that out of the 98 respondents, 75 respondents (76.53%) were married, 11 respondents (11.23%) were single. The number of respondents who were divorced, separated, and widowed was 12 representing 12.24 percent. This can be deduced that a greater number of respondents were married followed by the singles.

Table 6: Respondents Number of Dependents

Number of Dependents	Figure	Percentage
None	8	8.16
1 to 2	64	65.31
3 to 4	19	19.39
5 and Above	7	7.14
Total	98	100

Source: Field survey, (2020)

This study sought “to assess the number of dependents living with respondents including the respondent’s children and other relatives.” This assisted the researcher to determine the respondent’s level of extended family involvement or the dependence load on the respondent that might probably lead to work-family conflict or satisfaction. In Table 6, 64 respondents (91.84%) reported having dependents living with them while 8 respondents (8.16%) reported not having any dependents living with them. Furthermore, the findings also revealed that 83 respondents (84.39%) reported having 0-4 dependents living with them, while 7 respondents (7.14%) reported having more than 5 numbers of dependents living with them.

Table 7: Respondents Work Experience

Work Experience	Figure	Percentage
0-9 Years	27	27.55
10-19 Years	33	33.67
20-29 Years	19	19.39

Table 7 continued

30-39 Years	12	12.25
40 Years And Above	7	7.14
Total	98	100

Source: Field survey, (2020)

As part of the demographic characteristics of respondents, the length of service helped the researcher to determine how long employees had spent working as a staff of local government. Also, probably, determine the level of knowledge and understanding employees have on their job and their ability to be creative about the work they do. In Table 7, the study found out that 27 respondents signifying 27.55 percent have worked between 0-9 years. Thirty-three respondents signifying 33.67 percent have 10-19 years of working experience with the local government. 19 respondents representing 19.39 percent, 12 respondents representing 12.25 percent and years have worked with the local government for 20-29, 30-39, and 40 years and above respectively. This finding indicated that the majority of respondents have worked for ten years and above and are likely to know creative ways to get their job done.

Descriptive Statistics the variables in the Study

This part of the chapter presents a summary of the analysis of responses from data collected based on the research objectives. To achieve the overall objective of the study, mean, standard deviation, and regression analysis were used in analyzing the data. Before answering the research question, items measuring the various variables in the study were explored to get an overview of results with regards to each variable.

Work-Family Conflict

Seventeen (17) items used to quantify Work-Family Conflict were measured on a five-point scale of agreement (1- strongly disagree, 2- disagree, 3-neither agree nor disagree, 4- agree, 5- strongly agree). To know the course of answers by the respondents, mean and standard deviation were computed. Mean scores above 3 also suggest that a greater percentage of respondents agree with the assertion, , mean score of 3 indicates a neutral stand. whereas mean score below 3 indicates that the argument is not agreed by a higher percentage of respondents. Details of the analysis are given in Table 8.

Table 8: Descriptive Statistics of Behavior-Based, Strain-Based and Time-Based Conflict

No.	Statement	Mean	SD
1	“My career takes me more from my family traditions than I intend to do.”	2.75	1.28
2	“The time I have to commit to my work stops me from engaging in domestic duties and tasks fairly.”	2.78	1.20
3	“My career takes me too far away from family gatherings.”	2.99	1.26
4	“Owing to the amount of time I continue to spend on work assignments, I have to skip family events.”	2.95	1.23
5	“The time I spent on family duties also interferes with my duties at work.”	2.81	1.20
6	“Because of the amount of time, I have to spend on family commitments, I have to skip work activities.”	3.01	1.21

Table 8 continued

7	“The time I spend with my family also encourages me not to spend time on work things that would help my career.”	2.81	1.17
8	“I am frequently stressed by family commitments, so I cannot rely on my career.”	2.79	1.03
9	“I am preoccupied with personal issues at work due to stress at home.”	2.52	1.16
10	“My motivation to do my work is also weakened by depression and uncertainty from my family life.”	2.81	1.21
11	“Often, due to work, I am so emotionally exhausted that it stops me from contributing to my family.”	2.75	1.28
12	“Owing to pressure at work, I am too busy at home to do the stuff I want.”	2.78	1.20
13	“The habits that work for me at home do not seem to be effective at work.”	2.99	1.26
14	“It does not appear like the problem-solving behavior that works for me at home is as beneficial at work.”	2.95	1.23
15	“Efficient and critical habits for me at home would be counter-productive at work.”	2.81	1.20
16	“The tasks that work for me effectively at work do not encourage me to be a happier parent and spouse”	3.01	1.21
17	“The problem-solving activity that I use in my work is not effective in solving home problems.”	2.81	1.17

Source: Field survey, (2020)

Table 8 presents a summary of responses on Work-Family conflict. Among the responses, a number of the respondents had neutral stands on the assertion that their career takes them more from my family traditions than I intend to do. (M=2.75, SD=1.28). A greater proportion of the respondents disagreed with the following responses: “The time I have to commit to my work stops me from engaging in domestic duties and tasks fairly.” (M=2.78, SD=1.20), “My career takes me too far away from family gatherings.” (M=2.99, SD=1.26), “Owing to the amount of time I continue to spend on work assignments, I have to skip family events” (M=2.95, SD=1.23), “The time I spent on family duties also interferes with my duties at work” (M=2.81, SD=1.20).

However, respondents indicated that because of the amount of time they have to spend on family commitments, they have to skip work activities. (M=3.01, SD=1.21). It further disagreed that “The time I spend with my family also encourages me not to spend time on work things that would help my career” (M=2.81, SD=1.17), “I am frequently stressed by family commitments, so I cannot rely on my career.” (M=2.79, SD=1.03) and “I am preoccupied with personal issues at work due to stress at home.” (M=2.52, SD=1.16).

It has disagreed that “My motivation to do my work is also weakened by depression and uncertainty from my family life.” (M=2.81, SD=1.2), “Often, due to work, I am so emotionally exhausted that it stops me from contributing to my family” (M=2.75, SD=1.28), “Owing to pressure at work, I am too busy at home to do the stuff I want.” (M=2.78, SD=1.20) and “The habits that work for me at home do not seem to be effective at work.”

($M=2.99$, $SD=1.26$). It was again agreeing that because they are often stressed that It does not appear like the problem-solving behavior that works for me at home is as beneficial at work. ($M=2.95$, $SD=1.23$).

“Efficient and critical habits for me at home would be counter-productive at work” ($M=2.81$, $SD=1.20$), “The tasks that work for me effectively at work do not encourage me to be a happier parent and spouse” ($M=3.01$, $SD=1.21$), and “The problem-solving activity that I use in my work is not effective in solving home problems.” ($M=2.81$, $SD=1.17$).

Family Supportive Supervisor Behaviours

The fourteen (14) items constructed to measure family-supportive supervisor behaviors were measured on a five-point scale of agreement (1 - strongly disagree, 2 - disagree, 3-neutral, 4- agree, 5- strongly agree). To know the course of answers by the respondents, mean and standard deviation were computed. Mean scores above 3 also suggest that a greater percentage of respondents agree with the assertion, whereas a mean score below 3 indicates that the argument is not agreed by a higher percentage of respondents. Details of the analysis are given in Table 9.

Table 9: Descriptive Statistics for Family Supportive Supervisor Behaviours

No.	Statement	Mean	SD
1	“If I need to, I will count on my boss to assist me with scheduling conflicts.”	3.45	1.25
2	“I will depend on my boss to make sure that anytime I have an unanticipated non-work demand, my work duties are managed.”	3.27	1.20
3	“To dynamically overcome disputes between work and non-work, my boss deals effectively with associates.”	2.99	1.26
4	“My boss can listen to my job and non-work life balancing questions.”	2.35	1.23
5	“My supervisor has my personal needs in mind”	2.81	1.20
6	“My boss helps me feel relaxed talking to him about my work-to-non-work issues.”	2.01	1.21
7	“My supervisor and I talk easily to overcome differences between work and non-work issues.”	3.21	1.17
8	“My supervisor is a good role model for work and non-work balance.”	2.79	1.03
9	“My supervisor shows effective behaviors on how to juggle work and non-work balance.”	2.52	1.16
10	“My supervisor shows how a person can jointly be successful on and off the job.”	2.81	1.21
Table 9 continued			
11	“My supervisor thinks about how the work in my department can be organized to jointly benefit associates and the company.”	3.75	1.28
12	“My supervisor asks for suggestions to make it easier for associates to balance work and non-work demands.”	2.78	1.20
13	“My supervisor is creative in re-allocating job duties to help my department work better as a team.”	3.59	1.26
14	“My supervisor manages the department as a whole team to enable everyone’s needs to be met.”	2.75	1.23

Source: Field survey, (2020)

Table 9 presents a summary of responses to Family Supportive Supervisor Behaviours. A study of the responses shows that majority of the respondents agreed that If I need to, I will count on my boss to assist me with scheduling conflicts. (M=3.45, SD=1.25). However, a greater proportion of the respondents disagreed with the responses that; “My supervisor shows

effective behaviors in how to juggle work and non-work balance” (M=2.52, SD=1.16).

Employee creativity

Thirteen (13) questions constructed by Zhou and George (2001) were used to assess employee ingenuity. The goods are calculated on a five-point agreement scale (1- strongly disagree, 2- disagree, 3-neither agree nor disagree, 4- agree, 5- strongly agree). To know the course of answers by the respondents, mean and standard deviation were computed. Mean scores above 3 also suggest that a greater percentage of respondents agree with the assertion, whereas a mean score below 3 indicates that the argument is not agreed by a higher percentage of respondents. The study is detailed in Table 10.

Table 10: Descriptive Statistics on Employee Creativity

No.	Statement	Mean	SD
1.	“Suggests new methods of reaching targets or goals.”	2.79	1.38
2.	“Comes up with new and realistic ideas for efficiency enhancement.”	2.78	1.20
3.	“Look for emerging technology, systems, approaches, and/or innovations for goods.”	2.99	1.26
4.	“Suggests new methods of improving efficiency.”	2.95	1.23
5.	“Is it a strong imaginative generator of ideas?”	2.81	1.20
6.	“Is not afraid to take risks.”	3.01	1.21
7.	“Promotes and champions ideas to others.”	2.81	1.17
8.	“Exhibits creativity on the job when allowed.”	2.48	1.03
9.	“Develops adequate plans and schedules for the implementation of new ideas.”	2.52	1.16
10.	“Often have new and innovative ideas.”	2.81	1.21
11.	“Comes up with creative solutions to problems.”	2.75	1.28
12.	“Often has a fresh approach to problems.”	2.78	1.20
13.	“Suggests new ways of performing work tasks.”	2.99	1.26

Source: Field survey, (2020)

Table 10 presents a summary of responses to the employee's ability to be creative in their respective duties. The majority of employees were not afraid to take risks with a mean of 3.01 and an SD of 1.21). This can be attributed to the fact that the risk of losing one's job in the public sector is very low, thus they are at liberty to take a calculated risk.

Nonetheless, most employees were not a good source of new ideas and/or creativity as indicated in items 1,2,3,4, and 5 on table 9. "Suggests new ways to achieve goals or objectives" (mean = 2.79, SD=1.38). "Comes up with new and practical ideas to improve performance" (Mean=2.48, SD=1.03).

Findings of the research questions

The main statistical tool used in the analyses of the research questions were Multiple Regression. "The Standard Multiple Regression was used to answer the research question one, two, and three. Both the Standard Multiple Regression and the Hierarchical Multiple regression were used to answer the fourth research question."

Research Question 1-3

The first research question finds the effect of behavioral-based conflict on employee creativity, second research question finds the effect of strain-based conflict on employee creativity and the third research question finds the effect of time-based conflict on employee creativity. Thus, "**research questions 1-3** sought to propose that behavioral-based conflict, strain-based conflict, and time-based conflict will have influence on employee creativity."

The regression equation is written as;

$$\text{Eqn 1: } EC = a + BBx + SBy + TBz + e$$

Where BB= Behavioral-Based conflict (Independent variable)

SB= Strain-Based conflict (Independent variable)

TB= Time-Based conflict (Independent variable)

EC = Employee’s Creativity (Dependent variable)

e= Error term.

Table 11: “Results of Standard Multiple Regression Analysis for the dimensions of Work-family conflict as predictors of Employee Creativity”

Model	B	Std. Error	β
1	(Constant)	30.183	1.816
	Behavioral-based	.123	.059
	Strain-based	-.345	.068
	Time-based	-.255	.054

$R^2 = .537$, $**p < .01$, $***p < .00$

Source: Field survey, (2020)

“The summary of findings from the standard multiple regression analysis indicated that behavioral-based conflict, strain-based conflict, and time-based conflict all made significant contributions to the model [$F(3, 119) = 39.556$, $p < .05$].” “Looking at the variables individually, behavioral-based conflict ($\beta = -.140$, p -value less than 0.05), strain-based conflict ($\beta = -.343$, p -value less than 0.05) and time-based conflict ($\beta = -.316$, p -value less than 0.05) all significantly predicted employee creativity.” R Square, the coefficient of determination, “it is the proportion of variation in the dependent (Employee’s Creativity) variable explained by the regression model.” An R Square value of 0.537 indicates that about 53.7% of the variation in the Employees’ Creativity is explained by behavioral-based conflict, strain-based

conflict and time-based conflict while the other 46.3% variation in Employee’s creativity may be due to other factors not captured in this study. Table 11 indicate a statistically significant figure of $p=.000$, as held up by Tabachnick and Fidell (2013), a significant level of less than or equal to .05 is necessary for social science research. If such a condition is met, then the independent variables does a good job explaining the variation in the dependent variable.

$$\text{Eqn 2: } EC = 1.816 - 0.140x - 0.343y - 0.316z + e$$

Research question 4

“To examine the direct influence of work-family conflict on employee creativity and the probable moderating influence of Family supportive supervisor behavior on the relationship between work-family conflict and employee creativity”

Table 12: “Hierarchical Regression Analysis for Moderator Effects of Family Supportive Supervisor Behavior on WFC towards Employee Creativity”

Variables	Step 1	Step 2	Step 3	Step 4
Controls				
Gender	-.27*	-.29*	-.30*	-.30*
Tenure	.07	.08	.07	.07
Family Size	-.05	-.07	-.08	-.09
Predictor				
WFC		-.33**	-.32**	-.28**
Moderator				
FSSB			-.09	-.08
Interaction				
WFC x FSSB				-.23**
<i>ΔR²</i>	.39***	.08**	.01	.05*
Total R ²	.39	.47	.48	.53
Adjusted R ²	.34	.42	.41	.46
F Statistic	7.398***	8.383***	7.270***	7.696***

P<.1, *p<.05, **p<.01, ***p<.001

Source: Field survey, (2020)

From table 12 above, “work-family conflict was significantly related to employee creativity ($\beta = -.33, p < .01$)”. “From Step 2 it can be seen that work-family conflict accounted for 8% ($p < .01$) of variance for job satisfaction.” “Employee experience of Family Supportive Supervisor Behavior had a significant influence on work-family conflict and employee creativity ($\beta = -.23, p < .01$), accounting for an additional 5% ($p < .05$) of the variance.” “The findings of the moderating regression are shown in Table 11.” “The terms of the interaction between work-family conflict and family-supportive supervisor actions on employee creativity are statistically relevant, as predicted.” “The results, however, do not align with the research by Pattusamy and Jacob (2016), which showed a strong and significant correlation between WIF and family satisfaction. This could be attributed to the assertion that the study focused on teaching faculty members in the southern part of Indian’s private and government institutions of higher education and universities rather than the junior staff of the institutions.”

Discussion of Key Findings

The behavioral-based conflict has a negative significant relationship with Employee creativity

“The findings of the study supported the hypothesis that behavioral-based conflict has a negative influence on employee creativity.” This rejects the findings of the study by Zhang et al, (2020) who posited that role behavioral-based conflict has a positive direct impact on employee creativity. Again, where behavior unique to one function is incompatible with the behavior expected by another role, behavioral differences are likely to occur.

“Any features that are respected in the world of work can be incompatible with the wishes and desires of members of the family.” “Therefore, the inability of employees to attend to familial concerns from the workplace is likely to lead to high levels of frustration and anxiety.” “Therefore, the feeling of frustration resulting from employees’ inability to attend to family needs because of their work role coupled with their compulsion to engage in surface acting to reflect the emotions that customers want to experience leads to stressful experiences at the workplace.”

“For instance, society will frown upon couples being so much engrossed with their work to the disadvantage of their families. Especially, given the patriarchal cultural orientation of the Ghanaian culture, women who are successful in their job roles but unable to meet their family demands are not worth celebrating.” Wang, et. al., (2017) allude that “work-family conflict is intensified in this sense where the work and family responsibilities are important or fundamental to the self-concept of the individual and when there are clear negative consequences for non-compliance with role demands.”

Meanwhile, evidence indicates that when the positions that determine the personality of individuals are challenged, those individuals negatively judge the cause of the threat (Tang, et al., 2020; Liang, 2020; Ismail, & Gali, 2017). “To the extent that cultural orientation highlights the role of the family as part of the identity of an individual and is valued when employees observe that their job is exhausting and depletes the time and energy required to meet family requirements, such employees may experience a sense of diminished responsibility that can be perceived as a threat to their identity and status.”

The strain-based conflict has a negative significant relationship with Employee creativity.

“The strain-based conflict has the strongest influence on employee creativity compared to behavioral-based conflict and time-based conflict. Also, the study revealed that strain-based conflict negatively influences employee creativity.”

“This is inconsistent with the study by Yang et al, (2019) who found that stress has no relationship with employee creativity. The observed difference between these studies can be due in part to the methodological weakness of the study by Yang et al, (2019) who utilized an experimental inducement of stress. There was a discrepancy in the level of stress experienced by the subjects as evaluated by the subjects and the level of stress of subjects as assessed by the experts using the physiological signals in their study.”

“The allocation of effort and energy to family activities by employees is likely to result in a psychological strain that has the potential to get in the way of effectively performing work responsibilities. The work and family domains independently present the individual with an enormous workload. The engagement of the individual in this dual role is likely to lead to role overload while the intensity of efforts required by individuals to grapple with the demands of the family and work is likely to have a toll on the functioning of the individual.” The result of this high demand on the limited energy of the individual is a thigh strain which is associated with high levels of stress (Zhang, et. al., 2020). “Both family and work stressors can result in distress, fatigue, and negative affective that consequently impact an employee’s creative ability negatively.” French, et. al., (2018) assert that “There is a

stress-based conflict when stress in one role influences one's performance in another role”.

As a result, “the strain-based conflict experienced by staff has a toll on them so that they are unable to function at an optimal level and are therefore unlikely to perform work-related tasks as effectively as they could under conditions devoid of such conflict.” “The discomfort and strain that employees are exposed to in situations where they are to accomplish strenuous work and family demands that are likely to go beyond the person’s ability and drain the person’s available resources are often depleting.”

“It is devastating and overwhelming that excessive stress in the work-life of employees is that most employees who choose to stay on the job try to avoid or manage such experiences by withdrawing either psychologically through disinterest or lack of participation in the job or physically through frequent late arrival, absenteeism, laziness, and presentism, among others, which can affect the degree to which employees. Contemporary researchers of creativity conceptualize creativity as an activity that the brain naturally performs. That is to say that creativity is an adaptive characteristic and attribute of a normal cognitive functioning that evolves to aid and facilitate problem-solving especially under volatile, uncertain, complex, and ambiguous conditions.”

“Empirical studies reveal that the normal thinking process of individuals with the required knowledge base to creatively solve problems and generate creative ideas boils down to two different thinking processes involving convergent or analytical thinking and lateral or associative thinking.” (Allen, et. al., 2020).

“The analysis of the results indicated that strain-based work-family conflict has the strongest influence on employee creativity.” This lends support to the study by Ramasundaram and Ramasundaram (2011) who found that “strain-based work-family conflict and time-based work-family conflict had a significant relationship with job stress while behavioral-based work-family conflict had no significant relationship with job stress.”

“Strain-based work-family conflict puts pressure on the individual’s resources and therefore reduces the energy available for the individual to engage in productive work and other work commitments.” “This means that the strain resulting from heavy incompatible workload contributes to negative work outcomes over and above the behavioral and time conflict caused by that workload” (Rubel et al, 2017). Rossland and Alveid (2020) “meta-analysis affirm that the different components of work-family conflict are different work demands that have potentially differential impacts on employee behavioral outcomes.”

As a result, the ability of employees to generate novel ideas is hampered by the effect of the strain on the cognitive functioning of the employee in the workplace. “Hence, strain-based conflict adversely impacts employee creativity as a result of the amount of stress it generates for the individual. This finding also supports the findings of previous studies (Binnewies & Gromer, 2012; Chen, Yien & Huang, 2011)”

The time-based conflict has a negative significant relationship with Employee creativity.

“The findings of the study showed that time-based work-family conflict has a negative relationship with employee creativity.” This supports previous studies “that found that time pressure on a given day negatively predicted creative cognitive processing” Aboobaker et al, (2020).

“It also supports the study by Ismail, and Gali, (2016) who found that low flexibility in working hours were predictors of job stress among employees. Without a doubt employee creativity involves the production of ideas, alternatives, and possibilities Hashim et. al., (2019)”. According to Anand and Vohra, (2019) “the generation of these novel ideas is a product of a process of sense-making, problem-solving, and analysis of events and situations that ebb and flows over time in response to challenges that come up intermittently.” “Consequently, the fact that organizational challenges that demand employee creativity are mostly complex, fluid, ambiguous, and volatile and may persist over some time, considerable sense-making is essential to guarantee employee creativity Man et al, (2020) This highlights the salience of time in enhancing employee creativity.”

“However, time-based work-family conflict deprives employees the luxury of time to engage in extensive sense-making to generate novel ideas.”

Addae et al, (2006) suggest that “there is an acceptable level above which time pressure and anxiety will contribute to reduced work engagement in resolving the conflict over the impact of time pressure on employee job involvement.” For instance, “the normal working hours span from 8 am to 4 pm which presupposes that the district assembly staff should be at work before

8 am to prepare for the commencement of work at the start time and virtually leaves the workplace hours after normal closure to balance their books and streamline other activities to ensure complete closure of the day.” Nonetheless, a commitment to these routine demands of the job means that employees will be left with virtually no or limited amount of time to meet the needs of the family.

“The time constraints imposed by time-based work-family conflict does not afford employees the luxury of time to think creatively, challenge assumption and to juggle with a broad spectrum of ideas” (French et al, 2019). “Previous studies have revealed that even though creative people may consider time pressure as a stimulant that activates and propels their creative ability, time-based conflict with its attendant time constraints kill creativity through its potential to dampen and inhibits intrinsic motivation” (Jaiswal et al, 2016).

Typically, employees have a high predisposition towards elevated levels of stress concerning time such that working for longer hours reduces employees urge to perform better Çekmecelioğlu and Özbağ (2016). Hence, Lahana, et al, (2017) “is of the view that employees’ experience of intolerable levels of stress on the job takes a toll on lost time from work, low morale, and deflated productivity.”

In line with this course of an argument, in a study to examine both work hours and time pressure on employees’ recovery from work, Ramasundaram and Ramasundaram, (2011) confirmed “that only the length of work hours predicted employees’ psychological detachment from work across days.” Research reveals that individuals need ample time to relax to enhance their creative abilities. “It is noteworthy that the activity of the brain during

divergent thinking, the foundation of creativity is comparable to the activity of the brain during mental relaxation” (Lee et. al., 2019).

Work-family conflict has a negative significant effect on employee creativity but this relationship can be moderated by employees’ experience of Family supportive supervisor behavior.

“Findings from this study show that work-family conflict influences employee creativity negatively.” It is also consistent with the findings by Chaudhry, Malik, and Ahmad (2011) “which found a negative relationship between employees’ work-life conflict and their performance.” However, it is at variance with the findings of Coelho, Augusto, and Lages (2011) who found that “role conflict contributes positively to creativity.”

“In reality, work and family are fundamental to most people’s lives, and the fact that work and family responsibilities for most people are the two most important roles in life (Tang, et. al, 2020), conflict and negative feelings are likely to be caused by an incompatibility between them.” “The extent to which people will experience positive emotions in their job roles may therefore be informed by the degree to which their commitment to their family roles threatens their ability to function efficiently in their job roles” (Chen et al., 2018).

Addae et al, (2006) states “in a collectivist culture like Ghana where much importance is attached to the family and the need to satisfy the demands of the family even beyond the nuclear family, people’s dissociation from their family roles could be labeled as irresponsibility.” Even though people’s identity and status in society in contemporary times are also defined in part by the work they do, the family takes precedence over most life roles.

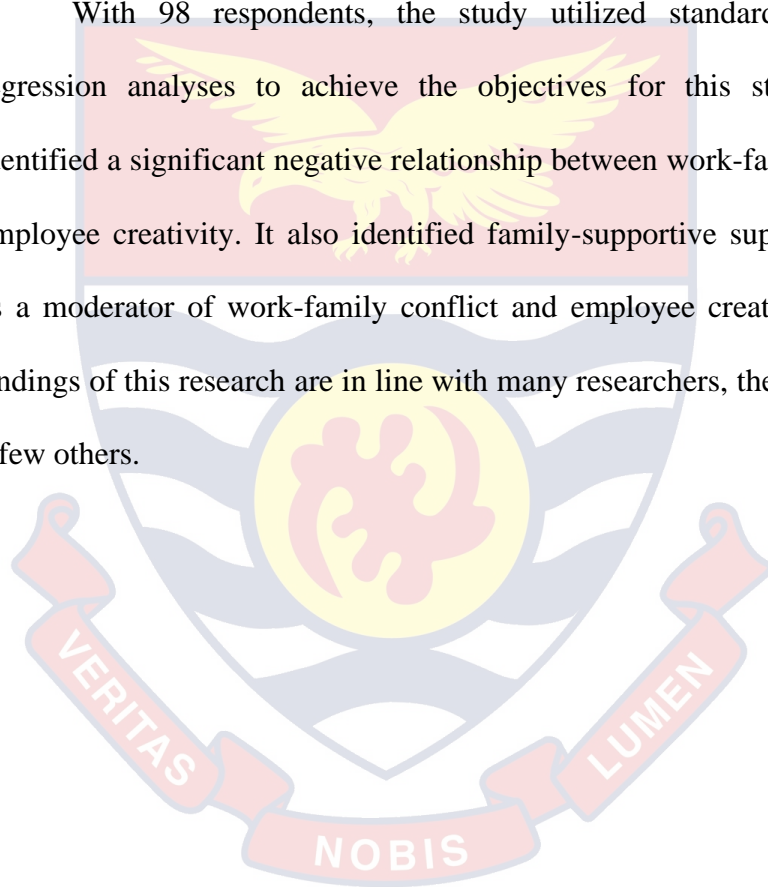
Consequently, employees are likely to have a negative attitude towards their job if the job demands threaten their ability to function well in their familial roles which could be reflected in low morale and interest in their job resulting in less creative performance. “Meanwhile, the componential model of creativity identifies the employees’ intrinsic motivation as the most important of the three components of creativity.” Work-family conflict adversely affects employee creativity because of its potential to reduce task motivation which makes the difference between what some employees can do and what that employee will do. It is also fair that the standards of domain-relevant skills and creativity-relevant skills depend on what workers should do. But it is the mission incentive that defines the degree to which he can truly participate in the service of innovative success through his domain-relevant knowledge and creativity-relevant skills. “Among these factors, the extent of support given to the individual will invariably enhance the individual’s ability to do work, and the level of effort expended in the performance of the task. As a result, when supervisors engage in family supportive behaviors employees are more likely to have enhanced ability and vigor to work and will be more likely to put in enough effort in their work to improve the quality of their performance.” Thus, family-supportive supervisor behaviors are likely to decrease the detrimental consequence of work-family conflict on employee creativity.

Furthermore, the literature suggests that “the negative effect of work-family role conflict on employee creativity may be moderated by several variables” (Kossek, & Lee, 2017). According to the Department of Labour (2003), “the bucket model of stress proposes that the negative impact of stress and its resultant fatigue is much more felt.” While strenuous work and family

demands drain the bucket supportive supervisor behaviors fill the bucket to enhance an individual's resilience in the face of stress to enhance and sustain employee creative performance. This can enhance the psychological wellbeing of the employee and improve the level of concentration and decision-making to enhance employee creativity.

Chapter Summary

With 98 respondents, the study utilized standard deviation and regression analyses to achieve the objectives for this study. The study identified a significant negative relationship between work-family conflict and employee creativity. It also identified family-supportive supervisor behavior as a moderator of work-family conflict and employee creativity. Whilst the findings of this research are in line with many researchers, they are contrary to a few others.



CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

The current study assesses “the effect of work-family conflict, and its associated time-based conflict, strain-based conflict, and behavior-based conflict on employee creativity.” Specifically, the research “examined the influence of work-family conflict on the creativity of employees.” The study also “determined the degree to which the relationship between work-family conflict and creativity of employees is moderated by the actions of family support managers encountered by employees at the workplace.” The research “explored the effect on employee creativity of the three components of work-family conflict (strain-based work-family conflict, time-based work-family conflict, and behavioral-based work-family conflict).” The chapter, therefore, discusses a summary of the findings for the study and the data analysis, conclusions, and recommendations. Suggestions will also be made for further study in this area of study.

Summary of Findings

The purpose of the study was to examine the effect of Work-Family Conflict on employee creativity, with two main research questions; “what is the extent to which family-supportive supervisor behaviors moderate the relationship between work-family conflict and employee creativity?” The research questions that guided the study are; “what is the effect of behavioral-based conflict on employee creativity?” “What is the effect of strain-based conflict on employee creativity?” “What is the effect of time-based conflict on

employee creativity?” “What is the extent to which family-supportive supervisor behaviors moderate the relationship between work-life balance and employee creativity?”

The study utilized a quantitative research method. This study engaged a stratified sampling technique to select 98 respondents, to be included in the study. A structured questionnaire was also employed to solicit information from the respondents. All ethical considerations were adhered to before, during, and after the data collection procedure. Inference statistics were used to analyze the responses from the collected data based on the objectives. This was to help evaluate the path, degree, magnitude, and intensity of the independent variables (time-based conflict, strain-based conflict, and behavior-based conflict) and dependent variable (employee creativity) relationships or associations.

With regards to the effect of work-family conflict; behavior-based conflict, time-based conflict, and strain-based conflict on employee creativity (Research question 1-3), the findings revealed a significant negative relationship between behavior-based conflict and employee creativity ($R^2 = .537$). The R-square value indicates that 53.7% of the variance in employee creativity can be attributed to work-family conflict. A beta coefficient of (-.140) also indicates that a unit increase in the behavior-based conflict of an employee will lead to a decrease of 0.140 in that employee's creativity.

With the same R Square of .537 and a beta coefficient of (-.343), a percentage change in strain-based conflict will lead to a reduction of 0.343 in the creative abilities of the employees. This projects that strain-based conflict has a significant consequence on the creativity of employees. Similarly, time-

based conflict was identified as having a significant negative effect on creativity, indicated by an R square of .537 and a beta coefficient of -.306. This negative relationship means that a unit increase in time-based conflict will lead to a decrease in creativity.

The study also identified that Work-family conflict has a significant negative effect on employee creativity, which can be moderated by employees' experience of Family supportive supervisor behavior.

Conclusion

The study focused on the influence of work-family conflict on employee creativity and this relationship is moderated by family-supportive supervisor behaviors. The study reveals a negative influence of work-family conflict on employee creativity. This implies that work-family conflict is a peril to productivity with the potential to reduce overall business productivity. This burden of work-family conflict on the competitive advantage and survival of organizations is a significant to represent area in which preventive measures have the potential to yield economic and productivity gains through enhanced creativity. "The good news is that some organizational factors can either aggravate or alleviate this inherent exposure to work-family conflict in the public sector. Thus, the enactments of family-supportive supervisor behaviors have the potential to alleviate the detrimental consequence of work-family conflict on employee performance and for that matter employee creativity. Organizations whose job demands are likely to affect the accomplishment of family roles should adopt family supportive practices to enable employees to have a work-life balance between their work and family roles."

Recommendations

With the identified negative effect of work-family conflict on employee creativity, the study makes the following recommendations for consideration.

1. The government should consider setting up daycare centers close to district assembly buildings. This will assist mothers in taking care of their newborn babies, and reduce the eventual work-family conflict.
2. Government and employers alike should consider assisting employees to hire the service of a caretaker at home. This can be in the form of allowances paid to employees or as part of their condition of service.
3. The local government of Ghana should be restructured to accommodate flexible working hours. For example, technology like the internet can be used to allow some employees to work from home. This will help employees to undertake their duties, and at the same time attend to their family needs. However, this should be done with care as it can also lead to a situation where employees have no time for their families.
4. The district assemblies should establish counseling desks. This will help in addressing some of the stresses that arise from home and work.

Suggestion for Future Studies

As the study progressed, the researcher discovered that due to time and other limitations, some critical fields that the study should have embarked on could not be completed. Further studies may also be conducted on a broad scale, in the local government sector of the Country to find out other challenges to creativity at work and better ways to improve it. There is also the need to look at the situation in other sectors (farming, civil servants, etc.) of

the economy to enhance proper decision making. Student researchers can also explore ways of improving job flexibility at the local government, to reduce the issue of work-family conflict.



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APPENDIX

QUESTIONNAIRE

Dear Participant,

I am a final year student at the University of Cape Coast conducting a study on the influence of work-family conflict and its related time conflict and Family supportive supervisor behavior on employee creativity, as part of the requirement for a Master of Business Administrative in Management (MBA Manage). This work is under the supervision of Professor Abigail Opoku Mensah, University of Cape Coast.

The questionnaire is administered solely for the academic purpose. Information provided herein shall therefore be held confidential and will not be used for any other purpose other than the academic research. In the light of this the name of participant's company, or any name, tag or code that is identifiable with the individual is not important and must not be provided.

This study will go a long way to inform human resource practitioners and consultants on the management of stress and work-family conflict. Therefore, you are entreated to answer the questionnaire honestly.

All comments and questions regarding the research can be directed to the researcher, Mr. Prince Karikari (0246767814). Email: prince.karikari001@stu.ucc.edu.gh

Thank you for your willingness to respond to the questionnaire and your co-operation.

Sincerely,

Prince Karikari (Student)

SECTION A: DEMOGRAPHIC INFORMATION

Kindly tick as it applies to you.

Gender: Male () Female ()

Status: Managerial () Non-managerial ()

Marital Status: Married () Single () Divorced () Separated ()

Number of dependents: kindly state the figure

Work Experience: Kindly state

SECTION B: The following statement is meant to measure how your family and work interfere with each other. Please tick the extent to which you agree or disagree with the statements.

INSTRUCTIONS: Use the following key to respond to the following statement

1= Strongly Disagree 2= Disagree 3= Uncertain 4= Agree 5= Strongly Agree

No.	Statement	1	2	3	4	5
1	“My work keeps me from my family activities more					
2	“The time I must devote to my job keeps me from participating equally in household responsibilities and					
3	“My work keeps me away from my family events too					
4	“I have to miss family activities due to the amount of					
5	“The time I spend on family responsibilities often					
6	“I have to miss work activities due to the amount of					
7	“The time I spend with my family often causes me not to spend time in activities at work that could be helpful					

8	“I am often stressed from family responsibilities so I					
9	“Due to stress at home, I am preoccupied with family					
10	“Tension and anxiety from my family life often weakens					
11	“I am often so emotionally drained due to work that it					
12	“Due to pressure at work, at home I am too stressed to					
13	“The behaviours that work for me at home do not seem					
14	“The problem-solving behavior that works for me at					
15	“Behaviours that are effective and necessary for me at					
16	“The behaviours that work for me effective at work do					
17	“The problem-solving behavior I use in my job is not					

SECTION C: These questions in this section seek to find out about your feelings and thoughts during the last month. In each case, you will be asked to indicate by ticking *how often* you felt or thought a certain way using the key below.

0 = Never 1= Almost Never 2= Sometimes 3= Fairly Often 4= Very Often

No.	Question	0	1	2	3	4
1	“In the last month, how often have you been upset because of something that happened unexpectedly?”					
2	“In the last month, how often have you felt that you were unable to control the important things in your life?”					
3	“In the last month, how often have you felt nervous					

	and “stressed?”					
4	“In the last month, how often have you felt confident about your ability to handle your personal problems?”					
5	“In the last month, how often have you felt that things were going your way?”					
6	“In the last month, how often have you found that you could not cope with all the things that you had to do?”					
7	“In the last month, how often have you been able to control irritations in your life?”					
8	“In the last month, how often have you felt that you were on top of things?”					
9	“In the last month, how often have you been angered because of things that were outside of your control?”					
10	“In the last month, how often have you felt difficulties were piling up so high that you could not overcome them?”					

SECTION D: The following statements concern the extent of family supportive supervisor behavior exhibited by your supervisor at work.

Please circle the extent to which you agree or disagree with the statements.

INSTRUCTIONS: Use the following key to respond to the following statement

1= Strongly Disagree 2= Disagree 3= Uncertain 4= Agree 5= Strongly Agree

No.	Statement	1	2	3	4	5
1	"I can depend on my supervisor to help me with scheduling conflicts if I need it."					
2	"I can rely on my supervisor to make sure my work responsibilities are handled when I have an unanticipated non-work demand."					
3	"My supervisor works effectively with associates to creatively solve conflicts between work and non-work."					
4	"My supervisor is willing to listen to my problems in juggling work and non-work life."					
5	"My supervisor takes the time to learn about my personal needs."					
6	"My supervisor makes me feel comfortable talking to him/her about my conflicts between work and non-work."					
7	"My supervisor and I can talk effectively to solve					

	conflicts between work and non-work issues.”					
8	“My supervisor is a good role model for work and non-work balance.”					
9	“My supervisor demonstrates effective behaviours in how to juggle work and non-work balance.”					
10	“My supervisor demonstrates how a person can jointly be successful on and off the job.”					
11	“My supervisor thinks about how the work in my department can be organized to jointly benefit associates and the company.”					
12	“My supervisor asks for suggestions to make it easier for associates to balance work and non-work demands.”					
13	“My supervisor is creative in re-allocating job duties to help my department work better as a team.”					
14	“My supervisor is able to manage the department as a whole team to enable everyone’s needs to be met.”					

QUESTIONNAIRE FOR SUPERVISORS SECTION A: Please rate your subordinates on the extent to which he or she:

INSTRUCTIONS: Use the following key to respond to the following statement

1= Strongly Disagree 2= Disagree 3= Uncertain 4= Agree 5= Strongly Agree

No.	Statement	1	2	3	4	5
1.	“Suggests new ways to achieve goals or objectives.”					
2.	“Comes up with new and practical ideas to improve performance.”					
3.	“Searches out new technologies, processes, techniques, and/or product ideas.”					
4.	“Suggests new ways to increase quality.”					
5.	“Is a good source of creative ideas.”					
6.	“Is not afraid to take risks.”					
7.	“Promotes and champions ideas to others.”					
8.	“Exhibits creativity on the job when given the opportunity to.”					
9.	“Develops adequate plans and schedules for the implementation of new ideas.”					
10.	“Often have new and innovative ideas.”					
11.	“Comes up with creative solutions to problems.”					
12.	“Often has a fresh approach to problems.”					
13.	“Suggests new ways of performing work tasks.”					