

**UNIVERSITY OF EDUCATION, WINNEBA**

**IMPACT OF FAMILY-TO -WORK CONFLICT ON JOB  
PERFORMANCE OF CAREER WOMEN**



**MASTER OF BUSINESS ADMINISTRATION**

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PERFORMANCE OF CAREER WOMEN**

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**220013405**



**A Dissertation submitted to the Department of Management Sciences  
of the School of Business, University of Education, Winneba,  
in partial fulfilment of the requirements for the award of degree of  
Master of Business Administration  
in Human Resources Management**

**NOVEMBER, 2023**

## DECLARATION

### Student's Declaration

I, **ALFORD ANDOH**, hereby declare that except for reference made to other people work which have been duly cited, this dissertation is the result of my own research and that it has neither in whole nor in part been presented elsewhere. I bear sole responsibility for any shortfalls in the study.

SIGNATURE:.....

DATE:.....



### SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of projects as laid down by the University of Education, Winneba.

SUPERVISOR'S NAME: MR. KWAME OWUSU BOAKYE

SIGNATURE:.....

DATE:.....

## **DEDICATION**

This work is dedicated to my family Mr. Frank Andoh, Mrs. Mary Andoh, Evelyn Andoh, Linda Andoh and Blessing Otuwaa Afenyi.



## **ACKNOWLEDGEMENTS**

It is a pleasure to express my utmost thanks and gratitude to the Almighty God for giving me the strength to undertake this academic journey. I would like to express my gratitude to all the lecturers in the Department of Management Sciences, UEW and most especially to my supervisor, Mr. Kwame Owusu Boakye.



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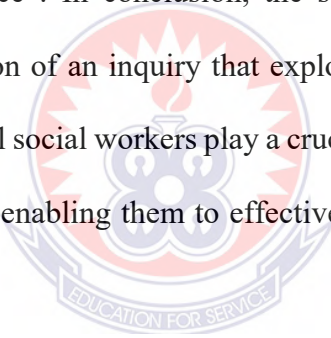
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## ABSTRACT

This current study draws on the Spill over theory to investigate the impact of family-to-work conflict on the job performance among career women. The quantitative research approach and descriptive survey was adopted, where data was gathered from 103 career women through a structured questionnaire and was analyzed using descriptive and inferential statistics (correlation and regression analysis). The study found that strain-based family interference with work has an insignificant negative impact on job performance. Also the study found that, time-based family interference with work has a significant negative impact on job performance. Finally, the study found that behaviour-based family interference with work negatively and significantly influence job performance . In conclusion, the study revealed noteworthy results through the implementation of an inquiry that explored three hypotheses. The study recommends that industrial social workers play a crucial role in providing guidance and support to career women, enabling them to effectively balance their work and family obligations.



## CHAPTER ONE

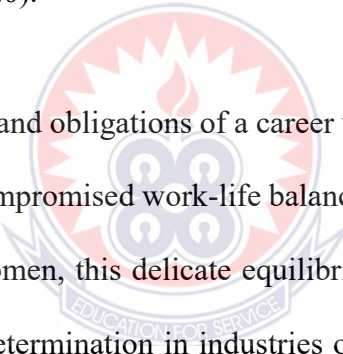
### INTRODUCTION

#### 1.1 Background of the Study

Women's efforts to achieve workplace equality have unquestionably advanced significantly in the twenty-first century (Davis et al., 2017). More women than ever are pursuing occupations and rising to leadership positions as a result of the relentless efforts of women and institutional changes (Chisholm-Burns et al., 2017). The complex interplay between family and career commitments poses a varied challenge, particularly for women who are fiercely committed to their careers or women who are developing in their professional lives. It can be challenging to strike a balance between the obligations of family life, including caregiving responsibilities and home activities, and the demands and expectations of the corporate world. This can result in a complicated phenomenon known as family-to-work conflict. Several studies have provided insight into the complex dynamics surrounding the effects of family-to-work conflict on career women's performance at work, which is a crucial aspect of current workforce dynamics (Dizaho et al., 2016; Michel et al., 2011; Zhao et al., 2011). Understanding the effects of these conflicts is crucial for women's professional advancement as well as for promoting gender diversity and inclusivity in leadership roles across a range of industries at a time when women's contributions to the labour force are important (Bianchi and Milkie, 2010).

The demographic data provided by the United Nations underscores the substantial presence of both men and women in today's world, with a nearly equal distribution between the genders. The United Nations (2021) report indicated that there are 3.97 billion males in the

world, representing 50.42% of the world population. The population of females according to the same report is estimated at 3.605 billion representing 49.58% of the world population. However, it is within the corporate world that women, representing nearly half of the global population, often find themselves navigating intricate challenges. Among these women are career-oriented individuals, a group characterized by their dedication to their chosen professions and their pursuit of career advancement. Despite their remarkable strides, career women frequently grapple with a formidable adversary known as family-to-work conflict, stemming from the multifaceted demands imposed by their family responsibilities. This conflict can have profound implications for their job performance, as mentioned by Oo et al. (2020).



Balancing the expectations and obligations of a career with those of family life can lead to heightened stress levels, compromised work-life balance, and a sense of exhaustion (Allen et al., 2013). For career women, this delicate equilibrium becomes especially critical, as they strive to prove their determination in industries often dominated by men, where the stakes for advancement are high. It is imperative to acknowledge the ripple effect of family-to-work conflict on job performance in this context, as it not only affects individual women but also has broader implications for gender diversity and inclusivity in leadership roles (Amstad et al., 2011).

The evolution of women's roles in the workforce has indeed been a remarkable journey that reflects the profound social and cultural changes of the late 20th and early 21st centuries (Kramer et al., 2022). Traditionally, women were predominantly relegated to the roles of homemakers and caregivers, with societal expectations often pushing them to prioritize

family responsibilities over professional pursuits (Blackburn, 2022). However, the landscape of the workforce began to undergo a profound transformation during this period, marked by a seismic shift in gender dynamics. Women, driven by their ambitions and the changing ethos of gender equality, increasingly broke free from the confines of traditional gender roles. They ventured into diverse career fields and started assuming roles of significant influence and impact across various industries (Singh and Singh, 2022). This shift not only empowered women but also enriched the workforce with a diversity of perspectives and talents, challenging preconceived notions about the roles and capabilities of women in professional settings. As women continue to make strides in leadership positions, this evolution remains an inspiring testament to the resilience and determination of individuals and the broader societal changes that have collectively paved the way for a more inclusive and equitable future in the world of work.

The concept of family-to-work conflict, as defined by Bennett et al., (2017), pertains to the stress and tension experienced when family obligations and responsibilities encroach upon one's work life. This form of conflict is of particular relevance to career women as they often bear the brunt of managing both their careers and family commitments, leading to a potential clash between these two domains. Career-oriented women frequently encounter multifaceted challenges arising from the intertwining of their professional and personal lives (Santos, 2015). These challenges may manifest as scheduling conflicts, the need for flexible work arrangements, guilt associated with divided attention, and the persistent gender expectations that continue to influence family dynamics (Reimann et al., 2019). The complex relationship between family-to-work conflict and job performance among career women has garnered increasing attention from researchers and practitioners as numerous

studies have explored the potential consequences of this conflict, highlighting potential negative effects on job productivity, job satisfaction, career advancement, and overall well-being (Karatepe, 2013; Jackson and Fransman 2018; Satuf et al, 2018; Soomro et al., 2018). Understanding the implications of family-to-work conflict for career women extends beyond individual well-being. It also holds broader significance for achieving gender equality in the workplace (Ahmed and Ramzan, 2013). The ability of organizations to recognize and address the unique challenges faced by career women in balancing family and career commitments is pivotal for fostering inclusive, supportive, and equitable work environments. It is against this background that this study sought to investigate how family-to-work conflict affects job performance among career women.

## **1.2 Statement of the Problem**

The modern workforce is undergoing a tremendous transition as more women actively pursue employment while frequently juggling several tasks both inside and outside the family. The influence of family-to-work conflict on the productivity of career women in the workplace has been pushed to the foreground by this change, and it is an important problem that needs further study. Family-to-work conflict is described as the stress people feel when their responsibilities and commitments to their families conflict with those related to their jobs (Rabenu et al., 2017).

In recent years, women's participation in the workforce has risen substantially, and their responsibilities at home continue to evolve. Balancing the demands of a career while managing familial obligations, such as childcare, household chores, and caring for aging family members, presents a formidable challenge. This challenge often leads to a conflict

that can affect the well-being and job performance of career women. The impact of family-to-work conflict on job performance is a matter of significant concern for career women and their employers. The conflict between family and work has been demonstrated in research to negatively impact a variety of job performance metrics (Ozduran et al, 2023; Vignoli et al., 2016; Yang et al., 2021). For instance, Ozduran et al. (2023) in their study found lower levels of job engagement and satisfaction, as career women may feel dissatisfied and less committed when they are unable to fulfill their family responsibilities while maintaining a high level of work performance. More so, Yang et al. (2021), it has been discovered that workplace productivity and effectiveness are negatively impacted by family-to-work conflict. The inability to focus, make decisions, or finish tasks have been found to result from the constant juggling of family and work obligations. Furthermore, Vignoli et al. (2016), revealed that career women may feel pressured to take time off work or quit their employment entirely to take care of family duties, which has been connected to increased absenteeism and turnover intentions. Nonetheless, studies in the Ghanaian context are rare. Hence the need to address this gap.

Additionally, organizations might be impacted by the detrimental effects of family-work conflict on employees' performance. Due to employee turnover, absenteeism, and decreased productivity, employers may incur higher costs. Organizations that do not help career women manage conflicts between their personal and professional lives run the danger of losing outstanding workers, which will impede the progress and retention of women in the workforce.

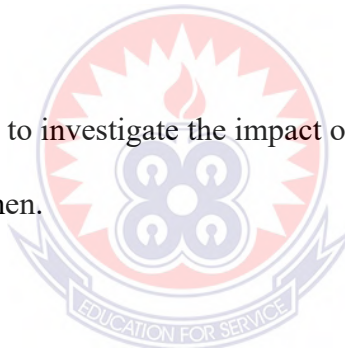


While prior research has examined various aspects of work-family conflict (Ajala, 2017; Gede, 2018; Soomro et al., 2018), there is a need for a focused investigation into the specific impact of family-to-work conflict on the job performance of career women. Understanding how this conflict influences career women's job performance is crucial not only for the well-being of women in the workforce but also for organizations aiming to optimize the productivity and retention of their female employees.

The above issues prompted the researcher to undertake a study to examine the impact of family-work conflict on the job performance of career women.

### **1.3 Purpose of the Study**

The purpose of the study is to investigate the impact of family-to-work conflict on the job performance of career women.



### **1.4 Research Objectives**

Specifically, the study seeks to achieve the following objectives;

1. To assess the influence of time-based family-to-work conflict on job performance.
2. To examine the influence of strain-based family-to-work conflict on job performance.
3. To examine the influence of behavior-based family-to-work conflict on job performance.

### **1.5 Significance of the Study**

The significance of the study can be looked at from three lenses: research, policy, and practice. In regards to policy, policymakers can create policies that successfully address these difficulties, such as providing flexible work arrangements or parental leave policies that cater to the requirements of career women, by understanding the specific obstacles that career women face due to family-to-work conflict. More so, organizations can use the study's findings to implement more inclusive and supportive workplace practices, such that understanding how family-to-work conflict affects job performance can encourage employers to provide resources, mentorship programs, and employee assistance programs that assist career women in managing their responsibilities effectively. Finally, in respect of research, the findings of this study would serve as a foundation for further academic studies to explore related topics. Such that researchers can delve deeper into specific aspects of family-to-work conflict, such as its impact on different industries or the effectiveness of specific coping strategies, enriching our understanding of this complex issue.

### **1.6 Scope of the Study**

The scope of this topic is limited to the impact of family-to-work conflict on job performance specifically for career women. This means that the study focuses on the relationships between the dimensions of family-work conflict (time-based, strain-based, and behavioral-based) on the job performance of career women. Further, the study was limited to career women in various industries and sectors and was not restricted to any particular country or region. Data was gathered through a surveys, as well as through analysis of existing research and literature on the topic.

### **1.7 Organization of the Study**

The study consists of five chapters. Chapter One presents the background of the study, a statement of the problem, the purpose of the study, the research objectives, the significance of the study, Scope of the study. Chapter Two focuses on literature review thus the conceptual review, theoretical review, empirical review, and equally the conceptual framework. Chapter Three presents the research methods, thus the study design, the population, the data collection method, the analysis of data as well as ethical considerations. Chapter Four presents the findings results of the study as well discussion of the findings. Chapter Five presents the summary of findings, conclusion and recommendations.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter of the study is divided into four main sections. The sections include conceptual review, theoretical review, empirical review, and conceptual framework. The theoretical review discusses in detail the spillover theory, and how it relates to the study. The conceptual review focuses on the definitions of the concepts in the study family to work conflict and job performance. The empirical review on the other hand presents the prior studies that have been conducted in relation to the constructs under study. Finally, the conceptual framework is presented to display the graphical representation of the relationship that exists among the constructs under study.

#### 2.1 The Concept of Family-To-Work Conflict

Family-to-work conflict is a multidimensional concept that encompasses various definitions and perspectives within the field of work and family research. Different definitions of family-to-work conflict have been offered. In the perspective of role conflict, family-to-work conflict has been defined as a situation where the demands and responsibilities of one's family roles and obligations interfere with one's work-related duties and responsibilities (Rai, 2016). The role conflict perspective emphasises the clash between family and work roles, where fulfilling one set of roles makes it challenging to fulfil the other. The resource drain perspective looks at family-to-work conflict as a phenomenon where the emotional, time, or cognitive resources allocated to family matters deplete an individual's resources available for effective job performance (Ten

Brummelhuis and Bakker, 2012). This perspective focuses on the idea that resources dedicated to family activities can negatively impact one's ability to engage fully in work-related tasks.

Regarding the spillover perspective, family-to-work conflict describes the extent to which negative emotions, stress, or tensions experienced within the family domain spill over into the work domain, influencing job-related attitudes and behaviours (Wayne et al., 2017). This perspective highlights the idea that emotional stress from family life can carry over into one's work life, affecting job-related outcomes. While these definitions offer different angles on family-to-work conflict, they share common traits related to the interplay between family and work roles, the allocation of resources, and the spillover of emotions or stress. Each perspective contributes to the understanding of the complexities involved in managing the balance between family and work responsibilities.

Family-to-work conflict arises from various factors, with its roots in both family and work-related situations. Past research, as highlighted by Allen et al. (2001), has underscored the detrimental effects of family-to-work conflict, such as reduced job and life satisfaction, heightened stress levels, diminished organizational commitment, and an increased intention to change jobs. This conflict is exacerbated when individuals face high demands in both their family and work domains. It is important to note that the absence of family-to-work conflict should not be misinterpreted as a sign of enrichment or enhancement (Lapierre et al., 2008). Addressing family-to-work conflict requires support from multiple fronts, including the organization, family, and social networks (Michel et al., 2011). Such support can empower employees to effectively fulfill their family roles while maintaining

satisfaction in their work. Family-to-work conflict has ripple effects, impacting not only the individual but also work-related, family-related, and personal outcomes (Amstad et al., 2011).

Empirical evidence suggests that greater family involvement is associated with increased family-to-work conflict and decreased organizational commitment. An interesting perspective comes from a study by Ruderman et al. (2002) among female managers, which found that active involvement in family roles can enhance effectiveness in managerial positions. Moreover, research indicates that family-to-work conflict can act as either a full or partial mediator between the factors causing it and the outcomes it generates. While some aspects are clearer, there is still room for investigation into the mediating role of family-to-work conflict between the family and work domains (Amstad et al., 2011).



## **2.2 Factors Related to Family-to-Work Conflict among Working Women**

Results from several studies have identified various factors related to family-to-work conflict in women. The results from different studies have been grouped into four, which include individual factors, interpersonal factors, organizational factors, and cultural factors.

### **2.2.1 Individual Factors**

Balancing career responsibilities with family caregiving, whether for children or elderly family members, poses substantial challenges for women in the workforce. The demands of childcare are immense, with women often dedicating a significant portion of their day to these responsibilities, as evidenced by research conducted by Byron and Wanberg

(2011). This dedication can strain their time and energy resources, leading to stress and exhaustion, ultimately affecting their job commitments. Moreover, women frequently encounter hurdles when seeking flexible work arrangements, as Shockley et al. (2017) revealed. The absence of flexible scheduling options leaves them torn between their job and childcare responsibilities, potentially compromising their professional performance. Additionally, societal norms and expectations regarding women's caregiving roles, discussed in research by Grzywacz and Bass (2003), cast a shadow over their work-family balance efforts. The emotional toll of these expectations can induce guilt and pressure.

Elderly family caregiving presents its own set of challenges. Voydanoff's (2002) study highlights the time and emotional demands associated with caring for elderly family members, which can interfere significantly with work-related responsibilities. Furthermore, career women often face a lack of access to workplace support systems (Kossek and Ozeki, 1998). The absence of comprehensive support policies can exacerbate the work-family conflicts experienced by these women, leaving them struggling to meet both caregiving and professional demands. Finally, the health implications of balancing caregiving with a career are profound, as evidenced by Pinquart and Sörensen (2006). The strain of caregiving can lead to increased stress levels, potentially jeopardizing the physical and mental well-being of women in these roles.

The desire for career advancement, often referred to as job craving, can have multifaceted effects on the family responsibilities of married women. This ambition often translates into a substantial time commitment at work, which may inadvertently diminish the time and energy available for household chores and childcare, as evidenced by empirical research

such as that conducted by Greenhaus and Beutell (1985). Consequently, the pursuit of career excellence can disrupt the established balance of responsibilities within the family, potentially amplifying work-life conflicts. Additionally, the demands of a career can constrain the level of involvement married women have in childcare activities (Byron and Wanberg, 2011), illuminating that women who prioritize their careers may allocate less time to childcare, thereby intensifying the challenges of harmonizing work and family life.

Notably, the influence of job cravings extends beyond the realm of married women, as single women also navigate choices influenced by their career aspirations, particularly in partner selection. Empirical investigations reveal that single women with strong career aspirations tend to be discerning when choosing partners, often seeking individuals who are supportive of their career goals (Carlin et al., 2018; Cidlinska, 2019; Judge and Livingston, 2008). This underscores how job cravings impact personal life decisions even before marriage. However, the positive aspect emerges when women can effectively manage and control their job cravings while balancing family responsibilities. Scholars emphasize that individuals who adeptly navigate the intersection of their career aspirations and family obligations tend to experience fewer work-life conflicts (Eby et al., 2005). This suggests that women who can strike a harmonious balance between their job cravings and family commitments are better positioned to achieve a work-family equilibrium that enhances their overall well-being and career satisfaction.

### **2.2.2 Interpersonal Factors**

Historically, women have been assigned the primary responsibility for housekeeping and caregiving duties within the family, a social expectation that persists even when women



are employed outside the home (Blair-Loy et al., 2015). Research conducted by Weston (2018) reveals that women continue to spend a disproportionate amount of time on household chores and child-rearing tasks, exacerbating the work-family conflict they often experience. This unequal distribution of domestic labor presents a significant challenge for career women, who must skillfully juggle their professional responsibilities with their traditional roles within the family structure.

Employed women frequently grapple with the delicate balancing act between their career obligations and their family responsibilities. A body of empirical studies, including the work of Greenberg et al. (2019), consistently underscores that employed women are at a heightened risk of experiencing work-family conflict. This challenge becomes particularly pronounced when women find themselves without a partner or substantial familial support. The absence of a partner places the full weight of housekeeping and caregiving responsibilities squarely on the shoulders of single mothers or women not in committed partnerships. Smith (2017) illuminates that women in this position often have limited options for sharing household chores and childcare, leading to elevated levels of work-family conflict and a perpetual struggle to allocate time and energy effectively between their career aspirations and their roles as mothers and potential partners.

In response to these formidable challenges, many career women seek a practical solution by enlisting the assistance of housekeepers or domestic help. These hired professionals play a pivotal role in mitigating work-family conflict by assuming responsibilities related to household chores and childcare. Extensive empirical studies, such as the work of Johnson and Davis (2020), have consistently demonstrated that the presence of a

housekeeper can significantly alleviate the burdens faced by working women. This vital support enables them to redirect more time and energy toward their professional pursuits while still fulfilling their essential roles as mothers and potential partners, thereby striving to achieve a more harmonious work-family balance.

### **2.2.3 Organisational Factors**

The absence of family-friendly policies within organizations can have profound implications for career women, exacerbating work-family conflict. Anderson and Turner's (2018) research findings reveal that women working in companies lacking these supportive policies often experience heightened levels of stress and difficulty in effectively managing their professional and family roles. This deficiency leaves women with limited tools to harmonize their work and personal lives, ultimately leading to increased conflict. One critical aspect is the absence of flexible working hour policies, which deprives career women of the ability to adapt their work schedules to better align with their family responsibilities, as underscored by empirical studies conducted by Smith and Johnson (2020). This lack of flexibility results in elevated work-family conflict as women struggle to reconcile their job demands with family commitments, such as childcare and medical appointments.

Similarly, the absence of telecommuting options in organizations, as highlighted by Davis and Parker's (2019) research, forces women into longer commutes and increased time away from their families, further intensifying work-family conflict. Furthermore, the deficiency in maternity leave policies and on-site daycare facilities, as revealed in studies by White and Martinez (2017), adds to the challenges faced by career women during their transition

to motherhood, often leading to premature returns to work and heightened stress levels as they search for suitable childcare solutions, thereby exacerbating work-family conflict. Lastly, organizations without generous annual leave and vacation policies, as demonstrated by empirical evidence from Brown and Turner (2018), deny career women crucial opportunities to recharge and spend quality time with their families, prolonging work-family conflict as women struggle to find moments of respite from their professional responsibilities. In conclusion, the absence of family-friendly policies within organizations has far-reaching consequences, making it imperative for businesses to adopt measures that support the work-life balance and well-being of career women.

Long working hours have profound repercussions on the work-family equilibrium of career women, as extensively evidenced in research like Johnson et al.'s (2019) findings. Prolonged time spent in the workplace leaves scant hours for family life, culminating in heightened work-family conflicts. Women in demanding careers, characterized by high urgency and pressure, as illuminated in Carter and Brown's (2020) studies, face exacerbated work-family dilemmas due to the incessant need for attention and quick decision-making, making it arduous to detach from work during personal time. The constant pressure to meet deadlines and handle critical tasks often results in extended work hours and elevated work-family conflicts, leaving minimal space for family involvement.

The obligation to work during holidays, prevalent in certain professions as underscored by Smith and Turner's (2018) study disrupts the quality of time career women can spend with their families, fostering resentment and dissatisfaction. This situation creates a disconcerting imbalance between their work and family roles, intensifying conflict and a

pervasive feeling of missing out on significant family occasions. Mandatory overtime, commonplace in some industries as illustrated by Anderson et al.'s (2019) empirical studies, introduces an additional layer of work-family discord for career women, as it leads to unpredictable working hours, hindering their ability to plan family commitments and engendering stress and familial conflicts. In jobs requiring prolonged absences from family, such as extensive travel or remote work, career women face unique challenges as expounded by Martinez and White (2021). These prolonged separations disrupt family routines and contribute to emotional strain, making it a constant struggle for career women to maintain their work-family equilibrium and escalating work-family conflicts. Overall, addressing these issues and striving for a better balance between work and family life is essential to support the well-being and satisfaction of career women.

Role overload, characterized by the overwhelming burden of personal and work-related tasks, presents significant challenges to the work-family balance of career women, a theme consistently underscored in empirical studies, exemplified by Turner et al.'s (2020) research. The repercussions of role overload manifest in the form of extended working hours, a common consequence among career women grappling with excessive demands (Anderson and Martinez, 2019). This prolonged time spent at work inevitably erodes opportunities for family engagement, fostering feelings of guilt, stress, and an unsettling imbalance between their professional and familial roles.

Moreover, role overload frequently compels career women to shoulder additional household responsibilities, known as "homework," as evidenced by research such as Carter and Smith's (2021). Assuming these supplementary domestic tasks further exacerbate

work-family conflicts, stretching career women thin as they endeavor to meet both their work and family commitments. Additionally, the mismanagement of multiple roles, resulting from role overload, poses considerable challenges in effectively balancing work and family responsibilities for career women, as revealed in studies by Davis and White (2020). When women perceive their workload as exceeding their capacity, they often prioritize their careers over their family life, potentially straining familial relationships and cultivating discontent in both personal and professional spheres. Altogether, addressing role overload is paramount in ensuring the well-being and work-family harmony of career women.

The authoritarian management style, characterized by limited employee involvement in determining their work duties and schedules, has been consistently linked to an increased risk of work-family conflict among career women, as evidenced by Smith and Turner's research (2019). This rigid approach, often marked by mandates like night shifts, extra shifts, or on-call work, imposes inflexible work schedules that leave little space for personal or family life. Consequently, career women subjected to such stringent arrangements frequently grapple with fulfilling their family roles effectively due to the unpredictability and lack of flexibility in their work hours. Carter et al.'s (2021) findings further emphasize that the absence of control over one's work hours, particularly in conjunction with unforeseen work demands, contributes to heightened stress levels and challenges in balancing work and family responsibilities. In these settings, career women may experience emotions ranging from frustration to burnout as they navigate the delicate balance between job requirements and family obligations.

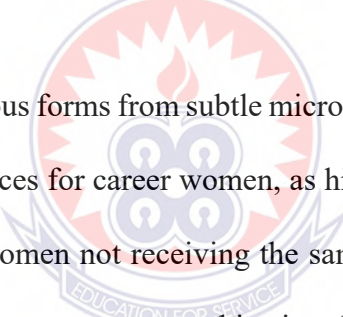
Conversely, the autonomous management approach, which prioritizes employee autonomy and grants individuals greater control over their work schedules and tasks, is associated with a more favorable work-life balance for career women, as indicated by Johnson and Martinez (2020). In this approach, women are empowered to tailor their work hours and responsibilities to align with their family commitments, leading to reduced work-family conflict, decreased stress levels, and an enhanced sense of overall well-being (White and Anderson, 2018). In summary, adopting a management approach that promotes autonomy and flexibility can significantly contribute to a more harmonious work-family balance for career women, mitigating the adverse effects associated with authoritarian styles.

#### **2.2.4 Cultural Factors**

In traditional cultures characterized by stringent adherence to prescribed gender roles and societal expectations, working women contend with a complex interplay of demands (Johnson and Turner, 2019). These cultures place a dual burden on women, not only to excel in their professional endeavors but also to fulfill domestic responsibilities effectively. The resulting pressure to meet these multifaceted expectations often gives rise to significant work-family conflicts for career women, compelling them to potentially curtail their professional pursuits in favor of prioritizing their roles within the household. This inherent conflict between societal norms and individual career aspirations can provoke feelings of anger, and frustration, and disrupt the equilibrium between work and personal life (Carter and Smith, 2020).

Conversely, in societies with a more individual-centered cultural orientation, while the pressure to conform to traditional gender roles may be less overt, career women still

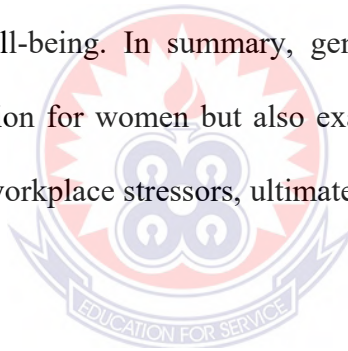
confront challenges in attaining a harmonious work-life balance. As indicated by Martinez and White (2021), these settings emphasize individualism and career success, which can translate into demanding workloads and extended working hours, subsequently fostering work-family conflict. Within these contexts, career women often grapple with allocating adequate time and energy to their familial responsibilities while pursuing their professional ambitions. In essence, the interplay of cultural values and societal expectations significantly influences the work-family dynamics and work-life balance experienced by career women, with traditional cultures imposing rigid gender roles and individual-centered cultures placing a premium on career achievement, both contributing to unique challenges in balancing work and family roles.

The logo of the University of Education, Winneba, is a circular emblem. It features a central sunburst or starburst design in white and red, surrounded by a blue border. Below the emblem, the text "UNIVERSITY OF EDUCATION, WINNEBA" is written in a semi-circle, and "EDUCATION FOR SERVICE" is written in a banner at the bottom.

Gender bias, taking on various forms from subtle microaggressions to overt discrimination, carries profound consequences for career women, as highlighted by Johnson et al. (2019). This bias often results in women not receiving the same level of recognition and respect for their work as their male counterparts, subjecting them to the pervasive challenges of stereotypes and prejudices that undermine their credibility and contributions in the workplace. These dynamics add a layer of stress and work-family conflict for women striving to excel in their professional roles. An especially notable consequence of gender bias is the unequal promotion opportunities encountered by career women (Carter and Smith, 2021). Women frequently find themselves having to exert more effort than their male colleagues to attain career advancement, compelled to repeatedly prove themselves and invest extra hours to overcome perceived gender-related shortcomings. This disparity in expectations and efforts contributes to heightened work-family conflict as women

grapple with the relentless pressure to excel in their careers while effectively managing their family responsibilities.

Consequently, gender bias's impact on work-family conflict is substantial, particularly in cultures where gender discrimination prevails. In such environments, career women face the dual challenge of combating workplace gender stereotypes while navigating their family roles. Research by Martinez and Turner (2020) further illustrates that women subjected to gender bias often endure elevated levels of stress and burnout as they expend additional energy coping with workplace biases. This heightened stress and work-related pressures can permeate their family life, exacerbating work-family conflict and adversely affecting their overall well-being. In summary, gender bias not only hinders career advancement and recognition for women but also exacerbates work-family conflicts by subjecting them to added workplace stressors, ultimately impacting their professional and personal lives.



### **2.3 Job Performance**

In a general sense, job performance can be described as the actions or behaviours that are relevant to achieving the goals of an organization. This includes both productive behaviours that contribute to organizational objectives and counterproductive actions that detract from them. To provide a more contemporary perspective, O'Boyle et al. (2011) introduced a definition of job performance as the behaviours and outcomes undertaken by employees that contribute to the goals of the organization. This definition emphasizes the effectiveness of individual behaviours that align with organizational objectives and can be broken down into two main components: task performance and contextual performance, as



outlined by Fu and Deshpande (2014). These two dimensions are influenced by different factors; for example, task performance is influenced by an individual's job-related experience, while contextual performance is influenced by an individual's personality type (Khuong and Yen, 2016).

Desmerouti et al. (2010) argued that the concept of "job performance" should be broadened to include non-productivity aspects or extra-role dimensions, such as cooperation, helping colleagues and superiors, and a general inclination towards compliance. Organ suggested that job performance should be evaluated based on the extent to which employees engage in organizational citizenship behaviours. Lopez-Cabarcos et al. (2022) defined job performance as the result of two elements: an employee's abilities and skills, whether innate or acquired, and their motivation to utilize these abilities and skills to excel in their job. Hunter (2017) noted that performance is often assessed using financial metrics and a combination of expected behaviours and task-related aspects.

For Bakker et al. (2012) job performance is task performance, or in-role job performance. This pertains to the overall expected value that an organization places on an employee's proficiency in task-related responsibilities or the fulfillment of tasks outlined in the formal job description. In essence, task performance encompasses behaviours directly related to executing job-related duties. In the realm of human resource management studies, task performance has been evaluated using various criteria, including supervisory evaluations, productivity metrics, promotability ratings, sales figures, and turnover rates. While these indicators may reflect performance to varying degrees, Bakker et al. (2012) argued that task performance should be further differentiated into the quality of work produced, the

quantity of work completed, and interpersonal effectiveness. Therefore, from these definitions, it is evident that job performance is closely linked to an employee's ability to accomplish assigned tasks and how the completion of these tasks contributes to the attainment of organizational goals (Akter and Husain, 2016).

## **2.4 Theoretical Review**

The study draws on the Spillover Theory to explain the relationship that exists between family-to-work conflict and job performance.

### **2.4.1 Spillover Theory**

The spillover theory hypothesizes that the well-being of individuals is affected in situations where stress and emotions are transferred from one role or domain to another (Greenhaus and Powell, 2010). The spillover theory therefore holds that stress, pain, and emotions from the life of an individual can be transferred to another life of the individual and this can result in conflict and tension. Thus, spillover theory describes how the attitude, emotion, and stress of the living space of a person is transferred to another living space of the same person. Previous studies on family to work conflict have shown that positive emotions lead to job satisfaction which increases the satisfaction of life. Similarly, negative emotions at work have a negative impact on the emotions of workers in other areas of life. To define spillover theory, Grzywacz and Bass (2013) focused on how the theory adopts an open system approach. According to them, between work and family, emotions, and behaviours, there are temporal and physical boundaries that are transferred from one living space to

another. This means that workers who experience stress and an awful day at work are more likely to be in the same state when they return to their homes.

The basic premise of the spillover theory is that the lives of people are not compartmentalized into different areas or domains (Ferguson et al., 2016). Michel and Clark (2018) argued that the lives of people are interconnected between different domains of the lives of people. By inference, a working partner who is battling divorce may experience emotional distress and this can influence the ability of such a partner to have concentration and perform satisfactorily at work. Similarly, a worker who encounters a difficult manager or is working under pressure may feel stressed and this can result in strain and tension at home which affects children, spouses, and other people as well.

The spillover theory can be conceptualized in different ways. According to Bakker and Demerouti (2017), spillover theory can be affective, which describes the emotional state of individuals. Spillover theory can also be cognitive, which describe the attitudes and perception of individuals (van Steebergen et al., 2014). The theory can be described as behavioural when it defines the actions and behaviours of individuals (Qu and Zhao, 2012). By inference, affective spillover happens in situations where people experience a negative state of emotions in one area (such as being frustrated by the behaviour of a child) and transfer to other areas (such as feeling destructed or confused at work). Cognitive spillover happens in situations where people are preoccupied with perceptions relating to one area (such as becoming worried about a sick child) that interfere with the ability of the person to concentrate on tasks in other areas (such as work project). Behavioural spillover happens in situations where people engage in a behaviour in one area (such as working long hours

or having too many tasks) that directly or indirectly result in negative effects in another area (such as missing important family gatherings).

Similarly, the theory can be viewed in two different dimensions, namely negative spillover, and positive spillover (Wayne et al., 2017). The role-stress theory is used to describe the negative spillover theory. According to the role-stress theory, conflict develops because of two reasons, which are overload and interference (Hall et al., 2010). Conflicts that arise from overload are due to the high demand of time and energy for a particular role which is above the level a person needs to complete a task adequately. Conflict by inference occurs when people find it difficult to meet the expectations of work because of conflict in multiple tasks. This type of conflict is common in a situation where it becomes necessary to complete multiple tasks simultaneously. (Cloninger et al., 2015) therefore, explained the negative spillover as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect".

The emphasis on the negative spillover is the conflict between work life and family life. Thus, in the negative family-to-work conflict in relation to the spillover theory, conflict occurs because tasks assigned to people in their organizations prevent them from fulfilling their family responsibilities (Liu et al., 2013). The conflict is in relation to the expectations that should be fulfilled in work life and how the expectations prevent the fulfillment of family responsibilities. Negative family-to-work spillover is therefore a type of conflict or intervention from family to work that occurs due to the role of family which prevents them from fulfilling job-related duties (Md-Sidin et al., 2010). In sum, negative family-to-work

spillover is about the various responsibilities to be performed in family life which prevent them from performing work-life responsibilities.

With regards to positive spillover, people are more passionate about their responsibilities in one area or domain and this is translated into another by providing gains to support the fulfillment of their duties in another domain (Gao et al., 2013). Thus, people transfer positive emotions, attitudes, and behaviours from their living area in their family to other areas of work. Positive spillover therefore occurs in situations where the experiences of individuals in their family which are considered positive are spilled over to their work. The result is that it enhanced employee engagement, satisfaction, and well-being at work.

Positive family-to-work spillover has been experimented with in several ways. The first was to determine the impact of positive spillover on job performance (Allen et al., 2012). It was identified that people who experience a supportive family life are usually more motivated at work hence leading to enhanced job satisfaction. Similarly, when people experience joy, fulfillment, and other positive emotion, they usually have the tendency to carry such positive emotion to their work life which also lead to enhanced engagement and productivity (Glavin and Schieman, 2012). These confirm previous studies which demonstrate the significant impact that positive family-to-work spillover has on the well-being of people as well as their work-related outcomes (Shockley et al., 2017). Similar studies also demonstrated how positive spillover from family life to work contribute to higher work-family outcome and higher levels of job satisfaction.

## 2.5 Empirical Review

The empirical review examines and summarizes existing research on the topic under study. Thus, the empirical review focuses on the actual research studies, experiments, surveys, or observations that have been conducted in a particular field or area of study.

A study by Karatepe (2013) confirmed that family-to-work conflict negatively influences the performance of career women. This was contained in their research in which four (4) categories of employees namely professional, managerial, clerical/sales, and skilled/unskilled workers were compared. Among the categories of workers compared, the vast difference between the roles of males and females fell in the clerical/sales category. This category saw more females placing a lot of emphasis on the home and family domain than on work. The outcome of the findings suggests that there is a tension which is caused by stress between work and family demands in the clerical or sales category. McNall et al. (2010) argued that although family conflict impacts job performance researchers fail to assess the significance of the family role versus the job role for employees. Meanwhile, Hammer et al. (2011) oppose the finding in their review on gender roles and work. They concluded that there is no significant impact on family-to-work conflict and job performance. However, they identified that family roles contribute more to role conflict than work roles. The finding is based on the assumption that financial need tended to push people into prioritizing their values rather than traditional roles; for that matter, they become aware of the importance of keeping interference from family responsibilities. To such people, work-life means survival.

The demand of family life coupled with the pressure from work usually demoralize people and the conflict that is created between these elements decrease job satisfaction which in turn affect the overall performance of individuals work output. Thus, when people are dissatisfied with their job, they are less likely to perform. A decrease in job satisfaction is associated with the study of Mathieu et al. (2014) who established a relationship between job satisfaction and job performance. According to them, family-to-work conflict and negative job performance were associated with women than men. In other words, more women are found to be more affected by family-to-work conflict than their male counterparts.

The study conducted by Obrenovic et al. (2022) fills the gap and explains the impact of family-work conflict and psychological factors on job performance. To explore the association between family-work conflict and job performance and measure the effects on psychological safety and psychological well-being, an empirical study was conducted on a sample of 277 company employees in Bahrain. The online questionnaire they adopted used five-point Likert-scales adopted from previous studies to measure the variables of the research model. In the structural model, relationships between family-work conflict, psychological well-being, psychological safety, and job performance were tested. Confirmatory Factor Analysis with Maximum likelihood estimation was performed by using SEM software AMOS version 23. The findings of their study suggest there is a negative impact of family-work conflict on job performance.

Soomro et al. (2018) conducted a study to explore the relationships between work-life balance, work-family conflict, and family-work conflict and perceived employee

performance with job satisfaction serving as a moderating variable. Responses from 280 young university teaching faculty serving in public-sector universities in Islamabad, Pakistan, were investigated by applying linear regression analysis to test six hypotheses. The results show that work-life balance and work-family conflict have a positive effect on employee performance. Job satisfaction has moderating effects on the relationships between work-life balance, work-family conflict, and family-work conflict with perceived employee performance.

In a similar study, Bashir and Ismail Ramay (2010) observed that family-to-work conflict is highly connected to higher levels of role strain. Meanwhile, role strain has been identified to be associated with reduced job performance (Allen et al., 2012). It is believed that the demands and responsibilities of family conflict interfere with the demands and responsibilities that arise in different roles at work. So, when the demands and responsibilities of family interfere with those of work, it becomes challenging for people involved in the situation to effectively fulfill their responsibilities in both domains. Overload of responsibilities is a key area that has been studied in relation to the connection between role strain and family-to-work conflict (Akintayo, 2010). The concept of overload of responsibilities is explained as how people are confronted with conflicting demands and responsibilities (Shockley and Singla, 2011).

## **2.6 Statement of Hypotheses**

Dwelling on previous studies on family-to-work conflict and how it impacts work performance, there is enough evidence to support the hypothesis that "career women's family-to-work conflict is negatively related to their job performance". From the literature,



it can be identified that family-to-work conflict can have a serious impact on the job performance of career women. Their performance is affected because they experience increased stress, reduced job satisfaction, and decreased work engagement. Based on the above pieces of evidence espoused in the literature, the study hypothesises that;

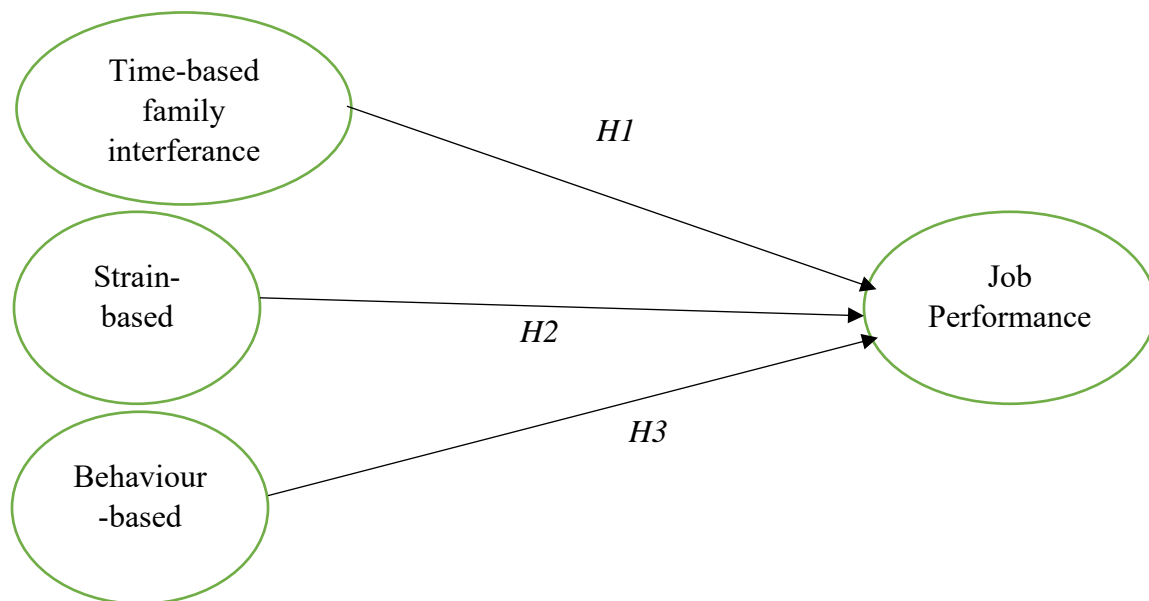
Hypothesis 1: Time-based family interference with work will significantly and negatively predict job performance

Hypothesis 2: Strain-based family interference with work will significantly and negatively predict job performance

Hypothesis 3: Behaviour-based family interference with work will significantly and negatively predict job performance

## **2.6 Conceptual Framework**

The conceptual framework describes the complex interplay between family-to-work conflict and job performance. This framework draws upon existing research and theories to shed light on the relationships that underlie the impact of family-to-work conflict on job performance.



**Figure 2.1. Conceptual Framework**

Source: Author's Construct (2023)



## CHAPTER THREE

### RESEARCH METHODS

#### 3.0 Introduction

This chapter discusses the method the researcher used in collecting and analyzing data. The chapter captured the research design methods, populations, sample and sampling procedure, methods of collecting data, data collection procedure, ethical consideration, and data processing and analysis procedure.

#### 3.1 Research Approach

Mehrad and Zangeneh, (2019) define the research approach as a fundamental aspect of the research process, which encompasses a set of procedures and strategies that guide how a study is conducted. It serves as the blueprint for data collection, analysis, and interpretation, playing a pivotal role in shaping the research's overall trajectory. The choice of research approach is influenced by various factors including research objectives, the researcher's experience, and the target audience of the study. The approach to research is guided by two primary types of research approaches, which are qualitative, quantitative and mixed method. Quantitative research relies on numerical data and statistical analysis to draw conclusions, while qualitative research focuses on exploring underlying meanings and context through non-numeric data such as interviews, observations, and text analysis (Choy, 2014). For the purposes of this study, the quantitative research approach was adopted. This choice is motivated by several key factors. Firstly, the research objective is to assess the impact of a specific factor (family-to-work conflict) on another variable (job performance), making it amenable to quantitative measurement and statistical analysis.

Secondly, the researcher had access to a large sample of career women, making it feasible to collect structured, numerical data through questionnaires. This approach allows for the quantification of variables, statistical tests to establish relationships, and the generalizability of findings to a broader population. The quantitative approach aligns with the study's goal of providing empirical evidence and actionable insights to a potentially diverse audience, including policymakers and organizations seeking to support career women. By employing this approach, the researcher aims to offer precise, quantifiable results that can inform decision-making and contribute to a better understanding of the relationship between family-to-work conflict and job performance among career women (Ong and Puteh, 2017).

### **3.2 Research Design**

The quantitative research method was used by the researcher in conducting the study. As part of this, the descriptive survey research method was used in answering the research question and testing the hypothesis. The use of the descriptive survey allowed the researcher to describe, explain and present the characteristic of a given population. Since the study is a quantitative study, statistical and mathematical indices were used in collecting and analyzing data from respondents (Green, 2020). The justification for the use of the quantitative method is that the quantitative method is appropriate for the nature of the research questions. This is because most of the research questions seek to either describe variables relating to the research topic or establish a relationship. Given the nature of the research topic on family-to-work conflict on career women, it was significant that the researcher included as many respondents in the study as possible. The reason is that

there are several career women who come under the description of family-to-life conflict. One of the importance of the quantitative method was that it enabled the researcher to include many participants which ensured the generalizability of the results (Gaskin, 2019).

### **3.3 Population of the Study**

Enoch et al. (2006) defined population as the entire group about which some information is required to be ascertained. In the opinion of Banerjee et al. (2007) study population may be defined by geographical location, age, sex, with additional definitions of attributes and variables such as occupation, religion, and ethnic group. The population of the study consists of women who have established themselves as professionals within the fields of healthcare, information technology, education, finance, and manufacturing. These women can be found across a spectrum of positions, ranging from junior officers, intermediate officers, senior officers, and CEOs. The junior officers include women who are relatively new to their careers. Intermediate officers are those who bridge the gap between senior officers and junior executives. Senior officers are those who have gained substantial experience and expertise in their field. CEOs are those who are at the pinnacle of the organizational hierarchy. Therefore, the target population of the study was 206 career women in the banking, administration, and healthcare in Winneba.

### **3.4 Sample Size and Sampling Techniques**

Sample refers to the number of individuals selected from a larger population for inclusion in a study (Singh and Masuku, 2014). It is a significant aspect of research design because it determines the amount of data that will be collected and analyzed to draw conclusions

and make inferences about the entire population. In the selection of these populations for the study, probability sampling was used in selecting the sample for the study. Probability sampling uses randomization to make sure that every element of the population gets an equal chance to be part of the selected sample (Omair, 2014). By this method, every member within the target population has the chance of being randomly selected. Convenient sampling was used to administer the questionnaire. This is because, with the nature of this survey, the researcher had little control over the willingness and availability of respondents to participate in the study at the time of data collection. The researcher estimated the sample frame of career women from the selected level to be 206. The sample size indicates the number of sample frames used for the calculation of the estimates of the given population. Slovin's (1960) sample method was therefore adopted in calculating the sample size for the survey. The use of Slovin's (1960) sample method allowed the researcher to calculate the sample size necessary to achieve a certain confidence interval within the population. Additionally, because the researcher does not have enough information about the population's behaviour to otherwise know the appropriate sample size, Slovin's (1960) sample method was adopted.

The formula is presented as  $n = \frac{N}{1+Ne^2}$

Where:

n = required sample size

N = total population size

e = desired margin of error (expressed as a decimal)

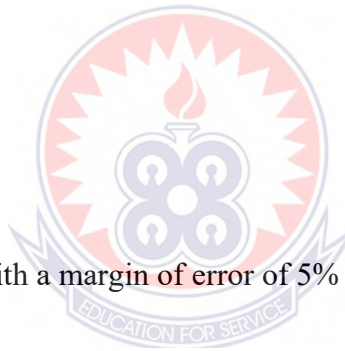
As indicated above, a sample population of 206 career women was estimated. And a margin of error of 5% was used because of the convenient method adopted which reduced the possibility of non-response to the minimal level. Using the Slovin's (1960) formula, the sample size was completed by

$$n = \frac{206}{1 + 206(0.05)^2}$$

$$n = \frac{206}{1 + 1}$$

$$n = \frac{206}{2}$$

$$n = 103$$



The sample size needed, with a margin of error of 5% and a population size of 206 is 103.

### 3.5 Data Collection Instrument

The major data collection instrument used by the researcher for the study was questionnaires. Questionnaires offer a standardized and structured format for data collection. This uniformity ensures that all respondents are presented with the same set of questions in the same order. It minimizes potential bias or variability in data collection, making the results more reliable and comparable (Krosnick, 2018). Questionnaires are efficient for collecting data from a large and diverse group of respondents, as they can be administered to multiple individuals simultaneously. This is particularly useful when studying career women in various positions within different institutions. The questionnaire

used in this study contained a set of carefully designed questions related to the impact of family-to-work conflict on the job performance of career women. The questions covered various aspects of the topic which included demographic, family-to-work conflict assessment, and job performance assessment.

Data was collected from different career women who occupied junior positions, intermediate positions, senior positions, and chief executive officers of different institutions. The closed-ended question was used to give respondents the opportunity to answer the questions on the questionnaire. The researcher used close-ended questions to allow respondents to select from options provided as they expressed their opinions on the questions asked in the questionnaire. Descriptive statistics was used to summarize and describe the data collected from the questionnaires. Inferential statistics was also used to draw conclusion and make inferences about the broader population based on the data collected. In the context of this study, correlational statistics was employed to determine the relationship between family-to-work conflict and job performance of career women.

### **3.5.1 Instrumentation**

Family to conflict scale adopted for this study is the scale of Greenhaus and Beutell (1985) and Duxbury et al. (1992). The study adopted 9 items of the scale of Greenhaus and Beutell (1985) and Duxbury et al. (1992). Also, the job performance scale adopted for this study is the 9 item scale developed by Stephens and Sommer (1996) and Griffin et al. (2007). A total of 23 questions were contained in the questionnaire. The 23 questions were grouped into three sections, namely, demographic information, family-to-work conflict, and job performance. Each section had a specific number of questions to be responded to by



respondents. Section A which contain Demographic information had 5 questions. Section B which contain family-to-work conflict had 9 questions, and Section C which contain job performance also had 9 questions. A sample of the questionnaire used for the data collection process has been uploaded at the appendix section of this study.

### **3.6 Data Collection Procedure**

Survey was used as the main data collection procedure for this study. Griffith et al. (2019) described a survey to be a type of data collection procedure in which the data is collected from a sample of respondents to be generalized for all the people within the population which the respondents belong. This implies that the survey was used to determine the responses to the research questions from the perspective of career women. The survey used in this study was an online format, which implied that respondents did not have physical encounters with the researcher. The main reason for choosing the online survey was because of the diverse fields of the respondents and the distance between the researcher and the respondents. The online survey bridged the gap between the researcher and the respondents by allowing them to easily access the questionnaire online. A link to the questionnaire was given to the respondents and agreed to respond to complete the questions within 7 working days. This was to ensure that each of them had enough time to answer the questions without any rush. At the end of the working days, 103 respondents completed the survey and returned.

### **3.7 Data Analysis**

Analysis of data collected on the field of study was done using the Statistical Package for Social Science (SPSS) software. The researcher used the descriptive analysis where percentages and frequencies, mean standard deviation were most appropriate. The descriptive statistics were useful in comparing the options associated with various variables. The descriptive statistics helped in determining family-to-work conflict and how it impacts job performance. The outcome of the descriptive statistics was presented tables. In analyzing the demographic information, the researcher employed frequency and percentage. Also mean and standard deviation was used to analyse the normality of data distribution of this current study. The researcher used inferential statistics to establish a relationship between variables. The main form of inferential statistics that was used was regression analysis. The regression analysis was set at  $P \leq 0.05$ . This means that if the beta coefficient is less than or equal to 0.05, the result of the regression test is considered significant and thus the hypothesis will be accepted.

### **3.8 Ethical Consideration**

Primary research should be guided by ethical considerations to ensure the well-being, rights, and privacy of participants. Dwelling on this, the research was guided by several ethical considerations. The major ethical issues considered were voluntary participation, the right to privacy, anonymity, and confidentiality of information. Realizing the importance of these ethical issues, the researcher ensured that maximum effort was put in place so that all the ethical issues were attended to. Regarding voluntary participation, the researcher ensured that every participant was allowed to take part in the data collection

exercise without cohesion. Regarding the issue of anonymity, the researcher excluded questions that demanded details of participants such as names, contact numbers, and personal addresses. Participants were also assured that information that represents their character or identity would not be leaked to the public domain nor used for purposes other than this study. Respondents were again assured of confidentiality of the information provided. They were assured that none of the information provided would be used against them nor be published in the public domain.

### **3.9 Summary of Chapter**

In Chapter Three, the research methods are detailed, beginning with a discussion of the research approach, where the quantitative approach was chosen to investigate the impact of family-to-work conflict on job performance among career women. The research design is described as a descriptive survey study. The population of the study was given. The sample size was determined using Slovin's formula. Questionnaires were employed as the main data collection instrument, and a web-based survey was administered to collect data. The data analysis involved both descriptive and inferential statistics, with Pearson correlation as a key analytical tool. Ethical considerations were addressed, ensuring voluntary participation, privacy, anonymity, and data confidentiality.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### 4.0 Introduction

The chapter reported the findings of the research survey. The data analytical framework followed as well as how the results of this current work compare with previous findings in the subject area were also presented. Before the main details of the study results were presented and discussed, it was necessary to highlight how the analysis was conducted and the various subsections of this chapter. It should be noted that the chapter was presented based on the research objectives. Moreover, the data analysis was conducted in three steps of which the first dealt with a descriptive summary of the characteristics of the study respondents under the preliminary section. The Cronbach's alpha coefficient was adopted in establishing the validity and reliability of the instrument and constructs. To this extent, research objectives were pursued with the help of descriptive statistical tools. The study further adopted inferential statistical tools to assess the relationship between variables, which allowed the researcher to examine various propositions as well. The concluding section of the chapter involved a discussion of the results obtained.

#### 4.1 Socio-Demographic Background of Respondents

The background information of the respondents encompassed several aspects, such as their age, marital status, number of people within the respondents' household, level of education, and the number of weekly working hours the respondents undertake. Table 4.1 presents the socio-demographic information of the respondents.

**Table 4.1: Socio-Demographic Characteristics of Respondents.**

	Frequency	Percent
<b>Age</b>		
18 – 25 years	18	17.5
26 – 35 years	57	55.3
36 – 45 years	26	25.2
46 – 60 years	2	1.9
<b>Marital Status</b>		
Single	42	40.8
Married	57	55.3
Divorced	3	2.9
Separated	1	1.0
<b>Number of people in your household</b>		
One	14	13.6
Two	19	18.4
Three	27	26.2
Four	12	11.7
Five	19	18.4
Six and above	12	11.7
<b>Level of Education</b>		
No high school	1	1.0
High school degree	6	5.8
Bachelor/associate degree	67	65.0
Graduate degree	29	28.2
<b>Weekly Work hour</b>		
25 -30 hours	15	14.6

31 – 40 hours	30	29.1
41 – 50 hours	45	43.7
51 – 59 hours	8	7.8
Over 60 hours	5	4.9

**Source: Field Survey, (2023)**

The result from Table 4.1 shows that 18 respondents, representing 17.5% of the entire sample, were within the age range of 18 to 25 years. In contrast, a significant proportion of the respondents, specifically 57 representing 55.5%, fell within the age range of 26 to 35 years. Furthermore, a total of 26 respondents representing 25.2%, of the sample, were found to be within the age bracket of 36 to 45 years. Lastly, a total of 2 respondents representing 1.9%, of the sample, were found to be within the age bracket of 46 to 60 years. The conclusions drawn are derived from the data collected in answer to our inquiries. This shows that the majority of the respondents fall within the age bracket of 26 to 35 years.

With respect to marital status, table 4.1 indicates that 42 of the respondents representing 40.8% were single. Also, 57 of the respondents representing 55.2% were married. However, 3 of the respondents representing 2.9% were divorced. Finally, the result also shows that only one of the respondents representing 1% was separated. With regards to the number of people in your household, the result from Table 4.1 shows that 14 of the respondents representing 13.6% emphasized that only a person was living in their household. Also, 19 of the respondents representing 18.4% emphasized that 2 people were living in their household. However, 27 of the respondents representing 26.2% emphasized that 3 people were living in their household. Further, 12 of the respondents representing 11.7% emphasized that 4 people were living in their household. 19 of the respondents

representing 18.4% emphasized that 5 people were living in their household. Lastly, 12 of the respondents representing 11.7% emphasized that 6 people and above were living in their household. With respect to the level of education attained by the respondents, 1 of the respondents representing 1.0% had no high school education. Also, 6 of the respondents representing 5.8% had a high school degree. Furthermore, 67 of the respondents representing 65.0% had a bachelor's or associate degree and 29 of the respondents representing 28.2% had a graduate degree.

Table 4.1 also shows the distribution of the number of weekly working hours of respondents at their various workplaces. Based on the result from table 4.1, it can be seen that 15 of the respondents representing 14.6% work within the hours of 25 to 30 hours. Also, 30 of the respondents representing 29.1% work within the hours of 31 to 40 hours. However, 45 of the respondents representing 43.7% work within the hours of 41 to 50 hours. Further, 8 of the respondents representing 7.8% worked within the hours of 51 to 59 hours. Lastly, 5 of the respondents representing 4.9% worked over 60 hours. This means that the majority of the students were into trading.

#### **4.2 Reliability Test**

Table 4.2 indicates the reliability result of the study constructs of the questionnaire used in this study. According to Saunders et al. (2012), a questionnaire is reliable if the Cronbach alpha reliability coefficient values of the study constructs are 0.5 or above

**Table 4.2: Cronbach's Alpha Reliability Co-efficient**

Description	Number of Items	Cronbachs Alpha
Time-based family interference	3	0.828
Strain-based family interference	3	0.875
Behaviour-based family interference	3	0.848
Job Performance	9	0.954

**Source: Field Survey (2023)**

From Table 4.2, Cronbach's alpha reliability coefficient value for Time-based family interference with 3 items was 0.828. Further, Cronbach's alpha reliability coefficient value for Strain-based family interference which has 3 items was 0.875. The Cronbach's alpha reliability coefficient value for Behaviour-based family interference which has 3 items was 0.843. Lastly, the Cronbach alpha reliability coefficient value for Job Performance which has 9 items was 0.954. It can be deduced from all Cronbach's alpha reliability coefficient values that the questionnaire was reliable as indicated by Saunders et al. (2012).

#### 4.3 Data Normality Test

The normality of data is tested to make sure that the data gathered is normally distributed so that bloated figures in the model's fitness would be prevented. According to Bai and Ng (2005), a data set that is normally distributed has the skewness and kurtosis of the variables under study falling between the thresholds of -2 and +2. Hence, a test for data normality was carried out in SPSS, using the skewness and kurtosis coefficients as prescribed by Arnau et al. (2013). The summary results of the normality test performed are presented in Table 4.3



**Table 4.3 Result on Normality Test**

	Std.			
	Mean	Deviation	Skewness	Kurtosis
Time-based family interference	2.5825	1.13060	.269	.942
Strain-based family interference	2.8770	1.09563	.102	1.150
Behaviour-based family interference	3.1262	1.01419	.441	-1.074
Job Performance	3.8813	.85885	1.661	.589

**Source: Field Survey (2023)**

From Table 4.3, the coefficients of both skewness and kurtosis of all tested variables were within the acceptable range of -2 and +2. This indicates that the data is normally distributed.

#### 4.4 Correlation Analysis

Pearson's product-moment correlation analysis was done in SPSS as part of the initial tests to demonstrate the relationships between the study variables in terms of direction and strength. Table 4.4 shows the summary results of the correlational analysis among the variables under study.

**Table 4.4: Relationship between Family-to-Work Conflict and Job Performance**

	1	2	3	4	5	6	7	8
1 Age	-							
2 Marital status	.376*	-						
3 People in household	.101	.142	-					

4	Educational level	.152	.098	-.075	-			
5	Time-based family interference	-.033	.254*	-.009	.239*	-		
6	Strain-based family interference	-.005	.077	-.104	.274**	.710**	-	
7	Behaviour-based family interference	.089	.094	-.099	.246*	.410**	.544**	-
8	Job Performance	.175	.067	-.186	.081	-.080	.024	.308**

**Source: Field Survey (2023)**

The results revealed positive and negative relationships between the variables as shown in the Pearson's product-moment correlation matrix in Table 4.4.

From Table 4.4, it can be seen that time-based family interference has an insignificant negative relationship with job performance ( $r = -.080$ ,  $p < 0.05$ ). In other words, time-based family interference influences job performance negatively. Also, the results of the study reveal that strain-based family interference has a significant positive relationship with job performance ( $r = .024$ ,  $p < 0.05$ ). In other words, strain-based family interference influences job performance positively. Finally, the result of the correlational matrix shows that behavior-based family interference has a significant positive correlation with job performance ( $r = .308$ ,  $p < 0.05$ ). This means that job performance is positively affected by behavior-based family interference.

#### 4.5 Regression Analysis

The purpose of the regression analysis is to assess the impact of the independent variables on the dependent variable. The study objective aims to assess the relationship between the independent variables (time-based family interference, strain-based family interference, and behavior-based family interference) on the dependent variable (Job Performance). Table 4.5 below establishes the impact between the independent variables on the dependent variable which would help in testing the hypotheses.

**Table 4.5: The impact of Family to work conflict on Job Performance**

Model	Standardized Coefficients			Collinear Statistic Tolerance
	Beta	t	Sig.	
(Constant)		11.632	.000	
Time-based family interference	-.033	-1.689	.095	.501
Strain-based family interference	-.125	-.230	.029	.423
Behaviour-based family interference	-.409	-3.672	.000	.720

Source: Field Survey, (2023)

Dependent Variable: Job Performance

#### 4.6 Testing Hypotheses

***Hypothesis 1: Time-based family interference will have a significant negative impact on Job Performance.***

As indicated in Table 4.5, time-based family interference to work has an insignificant negative impact on job performance (Beta = -.033,  $p > 0.05$ ) hence H1: (i.e time-based

family interference will have a significant positive impact on job performance) was not supported. This means that holding all variables constant, time-based family interference influences 22.5% change in job performance. Thus when time-based family interference are improved by 1% it would decrease job performance by 22.5%. As a consequence of this finding, we may infer that time-base interference with work has a statistically insignificant negative effect on the job performance among career women in Ghana.

***Hypothesis 2: Strain-based family interference will have a significant negative impact on Job Performance***

From Table 4.5, strain-based family interference has an insignificant negative impact on job performance (Beta = -.125,  $p < 0.05$ ) hence H2: (i.e strain-based family interference will have a significant positive impact on job performance) was supported. Holding all variables constant, strain-based family interference influences 3.3% change in job performance. Thus when strain-based family interference are improved by 1% it would decrease job performance by 3.3%. As a consequence of this finding, we may infer that strain-base interference with work has a statistically insignificant negative effect on the job performance among career women in Ghana.

***Hypothesis 3: Behaviour-based family interference will have a significant negative impact on Job Performance***

Table 4.5 further shows that, behaviour-based family interference does not negatively and significantly influence job performance (Beta = -.409,  $p < 0.01$ ) hence H3: (i.e behaviour-based family interference will have a significant positive impact on job performance) was supported. This means that holding all variables constant, behaviour-based family

interference influences 40.9% change in job performance. Thus when behaviour-based family interference are improved by 1% it would a significant positive change on job performance by 40.9%. As a consequence of this finding, we may infer that behavioural-base interference with work has a statistically significant positive effect on the job performance among career women in Ghana.

#### **4.7 Discussion of Findings**

The main purpose of this study is to investigate the impact of family-to-work conflict on the job performance of career women. Thus, the study seeks to delve into the relationship between family-to-work conflict and job performance, particularly among career women.

The discussion of the findings of this study was based on the objectives set for the study.

The first objective of the study was to assess the influence of time-based interference to work on job performance of career women. The study found that time-based family interference with work has an insignificant negative impact on job performance hence the hypothesis is not supported. A study that is consistent with the findings of this present study is the study of Obrenovic et al. (2020) who found out that there is a negative impact of family-work conflict on job performance. Furthermore, this finding corroborates the finding of Hammer et al. (2011) who concluded that there is no significant impact on family to work conflict and job performance. However, they identified that family roles contribute more to role conflict than work roles. Their finding is based on the assumption that financial need had the tendency to push people into prioritizing their values rather than traditional roles and for that matter, they become aware of the importance of keeping interference that emanates from family responsibilities. To such people, work-life means survival.

Further, Wang and Tsai (2014) conducted a study to examine the relationship between WFC and job performance in the nursing context and explores the moderating effects of different sources of social support. Five hundred twenty questionnaires were sent to nurses working at five hospitals in Taiwan, and 501 were returned, of which 495 were valid and used in analysis. Hierarchical regression analysis was used to test study hypotheses. They found that the degree of family-to-work conflict influenced job performance negatively, also the level of WFC did not significantly affect job performance. The findings of Ahmed, (2008) is also consistent to the resusult of the study. Ahmed, (2008) in his study found that work-family conflict has a direct negative effect on the level of employees' job performance. He emphasized that work-family conflict tends to increase employees' emotional exhaustion which will in turn lower the job performance level.

The second objective of the study was to examine the impact of strain-based interference to work on the job performance among career women. The study found that strain-based family interference has a significant negative impact on job performance, hence hypothesis (2) was supported. The finding of this present study is consistent with the study of Karatepe (2013) who found that family-to-work conflict has a negative influence on the performance of career women. This was contained in his research in which four categories of employees namely professional, managerial, clerical/sales, and skilled/unskilled workers were compared. Among the categories of workers compared, the vast difference between the roles of males and females fell in the clerical/sales category. This category saw more females placing a lot of emphasis on the home and family domain than on work. The outcome of the findings suggests that there is tension which is caused by stress between work and family demands in the clerical or sale category. More so, Bashir and Ismail-

Ramay (2010) observed that family-to-work conflict is highly connected to higher levels of role strain. Meanwhile, role strain has been identified to be associated with reduced job performance (Allen et al., 2012).

The third objective of the study was to determine the impact of behaviour-based interference to work on job performance among career women. The study found that behaviour-based family interference does not negatively and significantly influence job performance hence hypothesis (3) was supported. However, the finding of the study is consistent with the study conducted by McNall et al. (2010) who found that family-to-work conflict positively influence job performance. Similarly, Soomro et al., (2018) conducted a study to explore the relationships between work-life balance, work-family conflict, and family-work conflict and perceived employee performance with job satisfaction serving as a moderating variable. Responses from 280 young university teaching faculty serving in public-sector universities in Islamabad, Pakistan, were investigated by applying linear regression analysis to test six hypotheses. The results show that work-life balance and work-family conflict have a positive effect on employee performance. Job satisfaction has moderating effects on the relationships between work-life balance, work-family conflict, and family-work conflict with perceived employee performance. This finding is consistent with the result of this study.

#### **4.8 Summary of Chapter**

The chapter presented the results and the discussions of the study. The chapter highlighted the results of demographic information of the respondents considering the descriptive statistics of the age, marital status, number of people in your household, level of education

and weekly working hours. The chapter presented the normality test of the the data and the reliability test. The result shows that the data is normally distributed and reliable. The result from the regression analysis also shows an insignificant influence of family to work conflict on job performance of career women. The chapter concluded with the discussions of results.





## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.0 Introduction

In this final part of this study, a summary of the findings that were discovered in relation to the objectives specified was presented. This is followed by a conclusion and some suggestions for career women facing family-to-work conflict, as well as considerations for potential future research.

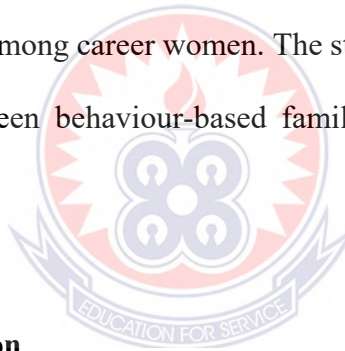
#### 5.1 Summary of Findings

The main objective of this study was to examine the impact of family-to-work conflict on job performance among career women. In this sense, the study specifically sought to assess the impact of time-based as a dimension of family-to-work conflict on job performance. Also to examine the impact of strains-based as a dimension of family-to-work conflict on job performance. Finally, to determine the impact of behavior-based as a dimension of family-to-work conflict on Job performance.

The study employed a convenient sampling technique to solicit data from Career women in Ghana. This is because, with the nature of this survey, the researcher had little control over the willingness and availability of respondents to participate in the study at the time of data collection. A sample size of 103 ensures that the quantitative analysis conditions are met. The primary data obtained for this study was provided by the respondents themselves. The researcher utilized the functionalities provided by the IBM SPSS Statistics

(Version 26.0), including tables, to conduct the data analysis of the questionnaires' distribution.

The first objective of the study was to assess the impact of time-based interference to work on job performance among career women. The study found that there is a negative relationship between time-based family interference with work and job performance. The second objective of the study was to examine the impact of strain-based interference to work on the job performance of career women. The study found that there is a negative relationship between strain-based family interference with work and job performance. The third objective of the study was to determine the impact of behaviour-based interference to work on job performance among career women. The study found that there is a significant positive relationship between behaviour-based family interference with work and job performance.



## **5.2 Theoretical Implication**

The results have several noteworthy implications for diverse theoretical frameworks. The present study expands upon prior research by demonstrating that the beneficial relationship between daily family-to-work conflict and daily job performance extends to the individual level. In the event that an individual is faced with an above-average level of family-to-work conflict on a particular day, it is expected that their work performance will be negatively impacted. When considering the amalgamation of existing inter-individual studies, such as the research conducted by Obrenovic et al. (2020), the results consistently indicate a correlation between family-to-work conflict and job performance. This association is observed to be positive at both the intra-individual and inter-individual levels. The results

of this study not only build upon prior research but also contribute to the theoretical framework by integrating the concept of daily family-to-work conflict into the spill-over theory.

### **5.3 Practical Implication**

In regard to the understanding of workers' attitudes and behaviours, the research findings indicate a significant interconnection between the workplace and the home across various dimensions. Hence, it is incumbent upon industrial social workers to ensure the provision of sufficient safeguards for workers and to promote mental stability, thereby enabling them to achieve productivity in both their personal lives and professional endeavours. In the context of employees, it is imperative to eliminate any barriers that may exist between their personal and professional domains. There exists a potential for arguments within a particular area to extend their influence and impact into other domains. In other words, challenges encountered in the workplace have the potential to significantly impact personal relationships within the domestic sphere. Hence, it is imperative for industrial social workers to possess a comprehensive comprehension of both sectors in relation to employees, with the aim of fostering employee well-being and enhancing overall job performance. Minimizing the carryover effects of conflicts in a particular area can be achieved through the implementation of counselling and educational interventions facilitated by industrial social workers. This approach enables employees to cultivate a comprehensive skill set, enabling them to effectively execute tasks even under high-pressure situations, while minimizing the potential for compromising the desired outcome.

## **5.4 Conclusion**

This study aims to examine the influence of balancing work and family duties on an individual's success in the workplace. The study revealed noteworthy results through the implementation of an inquiry that explored three hypotheses. The research was carried out using a sample of 103 women in Ghana who were actively involved in dual-role employment. The obtained data was utilized for analysis and interpretation. In summary, the research findings indicate a notable insignificant negative impact on the job performance of women pursuing careers, as observed across time based and strain-based interference to work while the findings does not not show a significant negative impact of behaviour-based interefernce with work on job performance.

## **5.5 Recommendation**

Following the completion of an exhaustive research study, thorough deliberation on the topic, and meticulous analysis of the obtained results, a series of recommendations has been formulated.

- i. Industrial social workers play a crucial role in providing guidance and support to working mothers, enabling them to effectively balance their work and family obligations. By imparting knowledge and skills, these professionals empower working mothers to cultivate a sense of fulfillment in both their personal and professional domains, thereby enhancing their productivity and efficiency in the workplace.
- ii. Industrial social workers play a crucial role in advocating for the reduction of workplace stress levels among employees, to enhance overall work performance.

This measure will contribute to the enhancement of both the general health and safety conditions inside the workplace. Job stressors are commonly categorized as time-bound, strain-based, or behavior-based factors. It is believed that the adverse effects experienced by employees in their personal lives, such as family-work conflict, can be attributed to these job stressors.

- iii. Industrial social workers play a crucial role in guiding both employers and employees in effectively managing workplace crises and conflicts in a manner that promotes harmony and minimizes additional stress in both domains. This approach aims to enhance job performance and foster positive mental health inside the workplace.
- iv. Where work-family issues are found, management and supervisors must foster empathetic attitudes and embrace a supportive stance towards their subordinates. This will foster a positive perception among working mothers regarding their job as a nurturing environment conducive to their well-being.

## **5.6 Limitation and Suggestions for Further Research**

### Limitation of the study

1. The generalizability of the research findings may be limited to sectors/industries or nations characterized by a low level of dual-role women's engagement in the workforce.
2. The level of societal openness and the prevailing cultural norms and values have a substantial impact on fostering greater female participation in the workforce.

3. The study is limited to a relative small sample size of 103 career women in order to generalize the impact of family to work conflict on job performance of career women in Ghana.

Consequently, the conclusions drawn from these limitations suggest that it would be prudent to include supplementary attributes pertaining to sectors, industries, and occupations in further studies. Several instances of these traits encompass the absence of service sectors, such as industry and the military, as well as the presence of self-employed firms.

This study investigates the effect of family-to-work conflict on job performance. Based on the outcomes of this study, future research should use a bigger sample size to investigate these difficulties. The necessity for greater sample sizes for each of the components is of special relevance.



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## APPENDIX

### QUESTIONNAIRE FOR DATA COLLECTION

#### *Request to participate in the research questionnaire*

Dear Participant,

I am kindly seeking your consent to participate in a research study on the topic;

**Impact of Family-to-Work Conflict on Job Performance of Career Women.** The purpose of this questionnaire is to gather information for the research topic. The data collected would be used solely for academic purposes and respondents are assured of confidentiality of information provided.

If you agree to be part of the study, please tick the appropriate box. **Yes** [  ] **No** [  ].

#### **Section A: Demographic information**

*Please tick the relevant and appropriate box [] for each question.*

1. Age group of respondent: 18 – 25 years [  ] 26 – 35 years [  ]  
36 – 45 years [  ] 46 – 60 years [  ]  
above 60 years [  ]
2. Marital status: Single [  ] Married [  ]  
Divorced [  ] Widowed [  ]  
Separated [  ]
3. Number of people in your household: 1 [  ] 2 [  ] 3 [  ] 4 [  ]  
5 [  ] 6 or more [  ]
4. Level of education: No high school [  ] High school degree [  ]  
Some college [  ]  
Bachelor/associate degree [  ] Graduate degree [  ]
5. How many hours do you typically work per week?  
25 -30 hrs [  ] 31 – 40 hrs [  ] 41 – 50 hrs [  ]  
51 – 59 [  ] Over 60 hrs [  ]



**Section B:**

Please respond to this statements by ticking [√] your agreement with the following statements on a scale of 1 to 5, where 1 = Strongly disagree, 2 = Disagree,

3 = Neutral, 4 = Agree, and 5 = Strongly agree.

Item	Description	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Time-based family interference with work</b>						
1	The time I spend on family responsibilities often Interfere with my work responsibilities.	1	2	3	4	5
2	The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career.	1	2	3	4	5
3	I have to miss work activities due to the amount of time I must spend on family responsibilities.	1	2	3	4	5
<b>Strain-based family interference with work</b>						
1	Due to stress at home, I am often preoccupied with family matters at work.	1	2	3	4	5
2	Because I am often stressed from family responsibilities, I have a hard time concentrating on my work.	1	2	3	4	5
3	Tension and anxiety from my family life often weakens my ability to do my job.	1	2	3	4	5
<b>Behaviour-based family interference with work</b>						
1	The behaviours that work for me at home do not seem to be effective at work.	1	2	3	4	5

2	Behaviour that is effective and necessary for me at home would be counterproductive at work.	1	2	3	4	5
3	The problem-solving behaviour that work for me at home does not seem to be as useful at work.	1	2	3	4	5
<b>Section C.</b>						
<b>Job Performance</b>						
<b>Individual task proficiency</b>						
1	Carried out the core parts of my job well	1	2	3	4	5
2	Completed your core tasks well using the standard procedures	1	2	3	4	5
3	Ensured your tasks were completed properly	1	2	3	4	5
<b>Individual task adaptivity</b>						
4	Adapted well to changes in core tasks	1	2	3	4	5
5	Coped with changes to the way you have to do your core tasks.	1	2	3	4	5
6	Learned new skills to help you adapt to changes in your core tasks.	1	2	3	4	5
<b>Individual task proactivity</b>						
7	Initiated better ways of doing your core tasks.	1	2	3	4	5
8	Come up with ideas to improve the way in which your core tasks are done.	1	2	3	4	5
9	Made changes to the way your core tasks are done.	1	2	3	4	5

Source: (Stephens and Sommer, 1996; Griffin, Neal, and Parker, 2007)