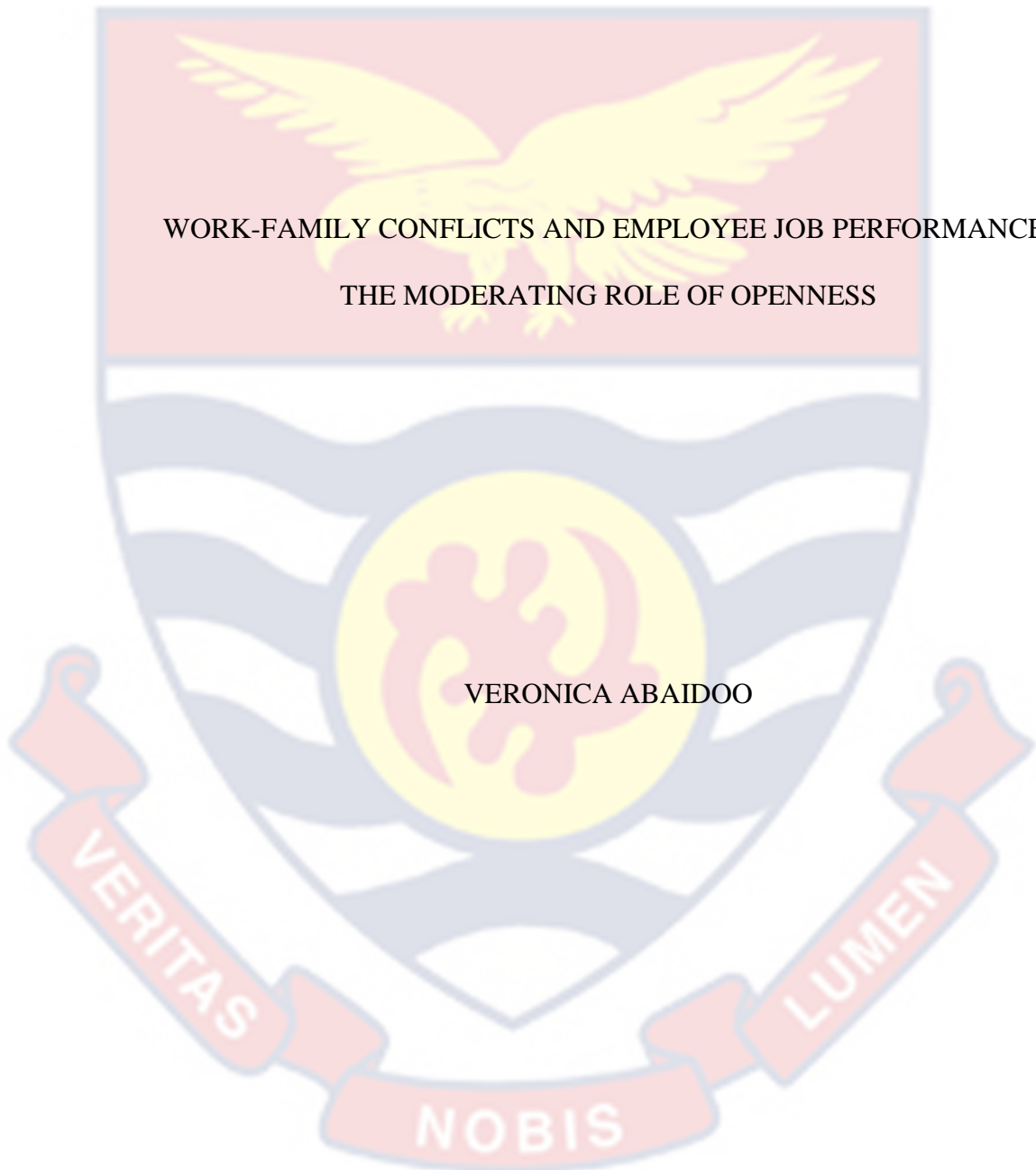


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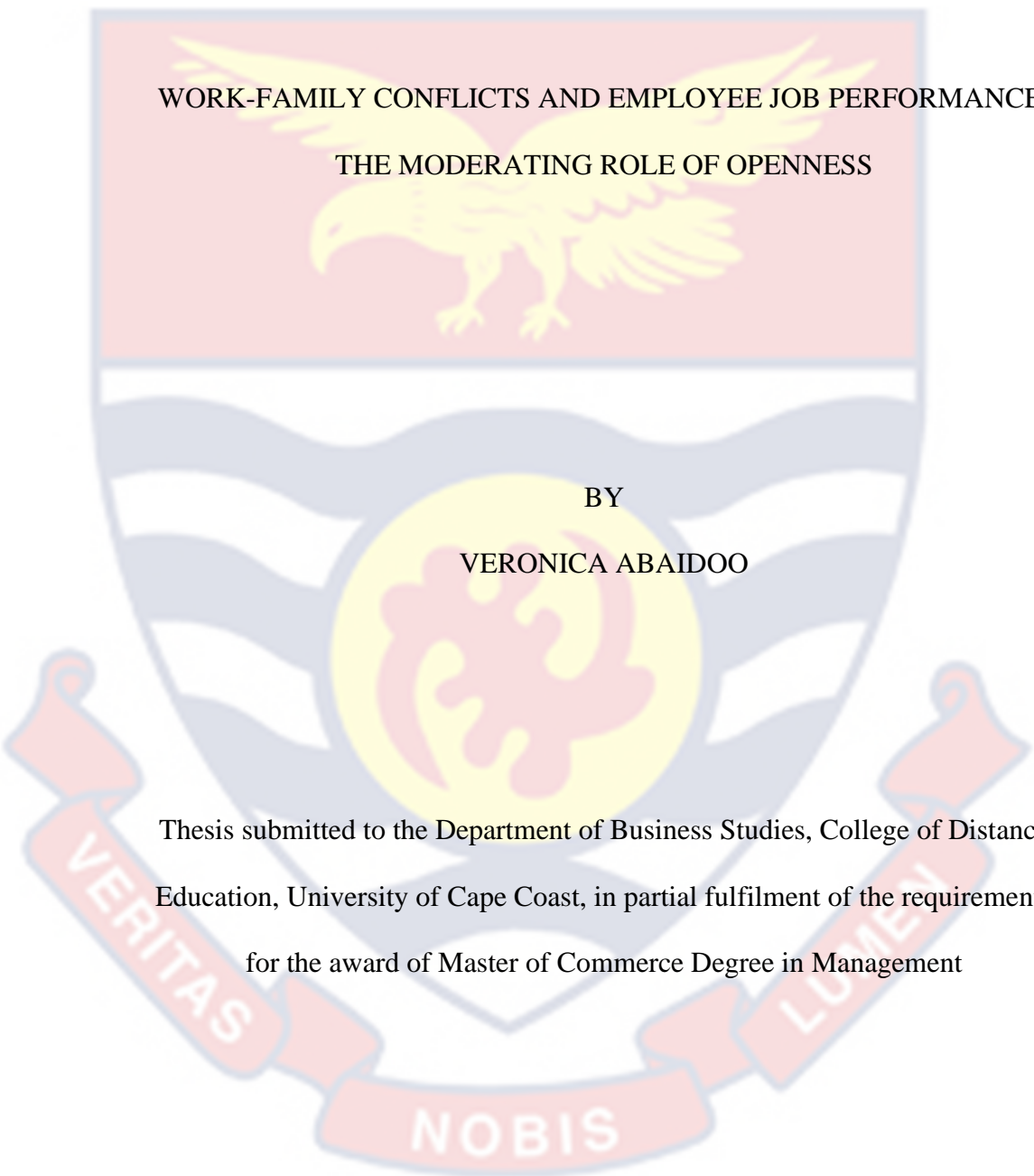


WORK-FAMILY CONFLICTS AND EMPLOYEE JOB PERFORMANCE:
THE MODERATING ROLE OF OPENNESS

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2023

UNIVERSITY OF CAPE COAST



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THE MODERATING ROLE OF OPENNESS

BY
VERONICA ABAIDOO

This thesis submitted to the Department of Business Studies, College of Distance Education, University of Cape Coast, in partial fulfilment of the requirements for the award of Master of Commerce Degree in Management

MARCH 2023

DECLARATION

Candidates Declaration

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

Candidate's signature..... Date.....

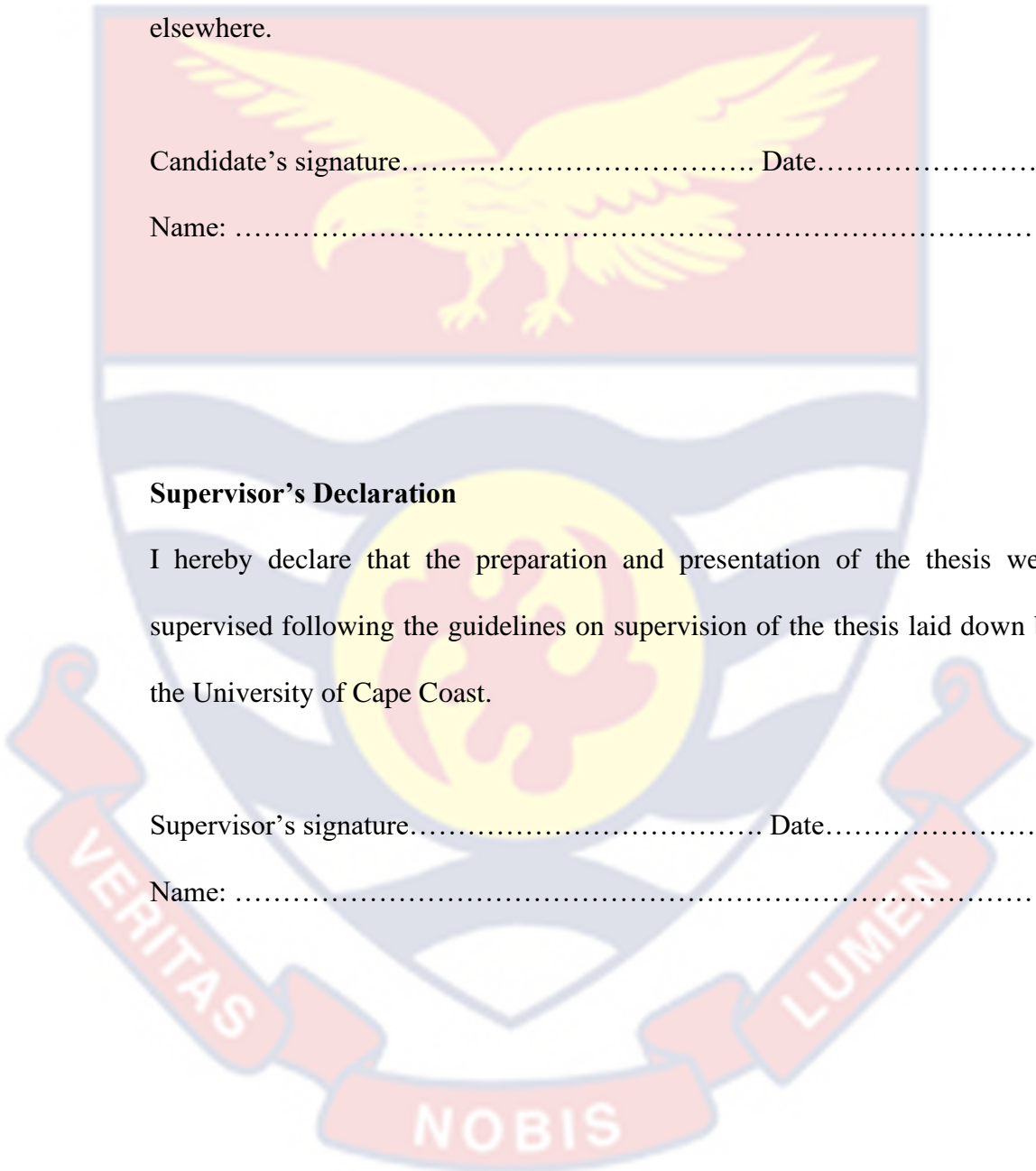
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Supervisor's Declaration

I hereby declare that the preparation and presentation of the thesis were supervised following the guidelines on supervision of the thesis laid down by the University of Cape Coast.

Supervisor's signature..... Date.....

Name:



ABSTRACT

The purpose of this research is to explore how openness affects the relationship between work-family conflict and job performance. The research used a cross-sectional methodology, and 281 workers were chosen using random and stratified approaches (i.e., senior staff University of Cape Coast). Data were collected via a questionnaire, and the PLS-SEM was utilized to analyze the outcomes. The report's outcomes demonstrated that staff members were aware of the problem of work-family conflict and how it affected how well they did their jobs. Even if workers have alternative means of dealing with Work-Family Conflict (WFC), it was also discovered that openness had an impact on the association between job and household friction and staff work output. The research eventually concluded that work-family conflict affects workers' overall degree of output even while openness moderates the link and workers often use various coping mechanisms. The study then recommended that the human resource directorate and management of the University of Cape Coast should adopt policies and measures that would reduce conflict due to balancing one's job and household duties. This can be achieved by ensuring that employees adhere to the leave policy of the university and take their leave when it is due. The management of the University of Cape Coast should create flexible work schedules and implement team-building activities to reduce workplace conflicts and foster commitment among employees in the University.

KEYWORDS

Employee Job performance

Openness

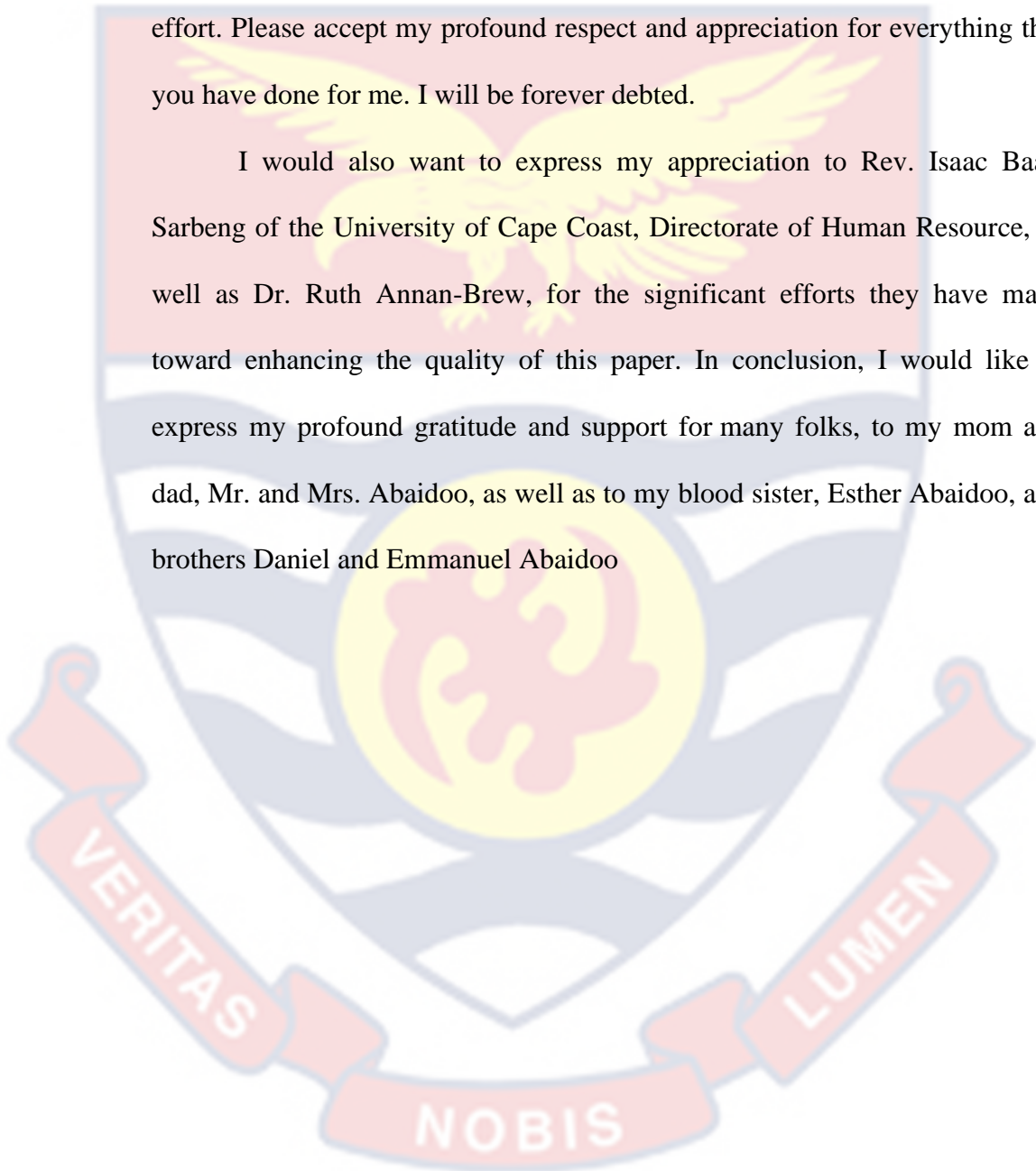
Work-Family Conflict



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DEDICATION

To the kids I am blessed with: Mendel, Melvin and Miron



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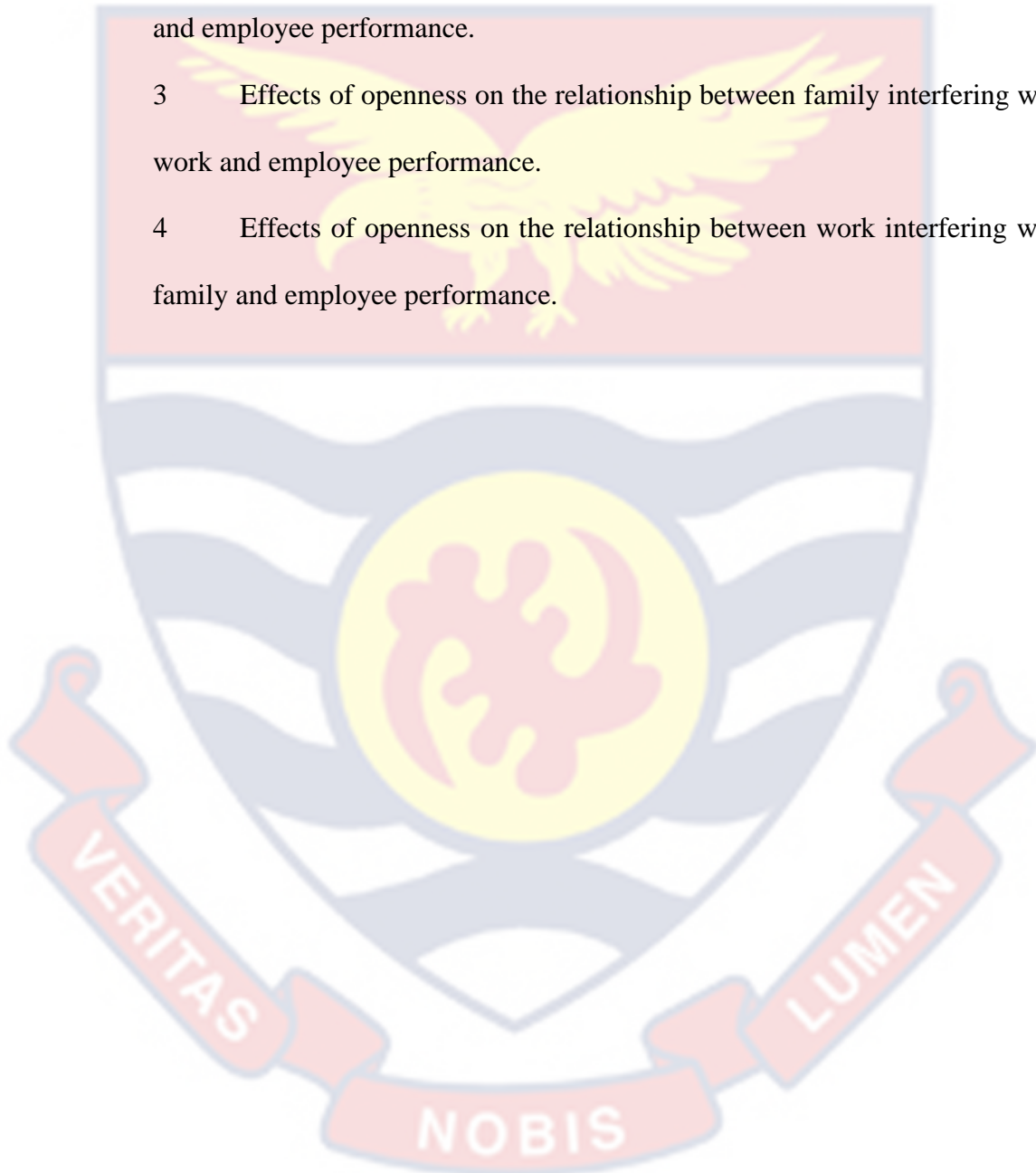
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LISTS OF ACRONYMS

UCC-University of Cape Coast

WFC- Work-Family Conflict

FIW- Family Interfering with Work

WIF- Work Interfering with Family

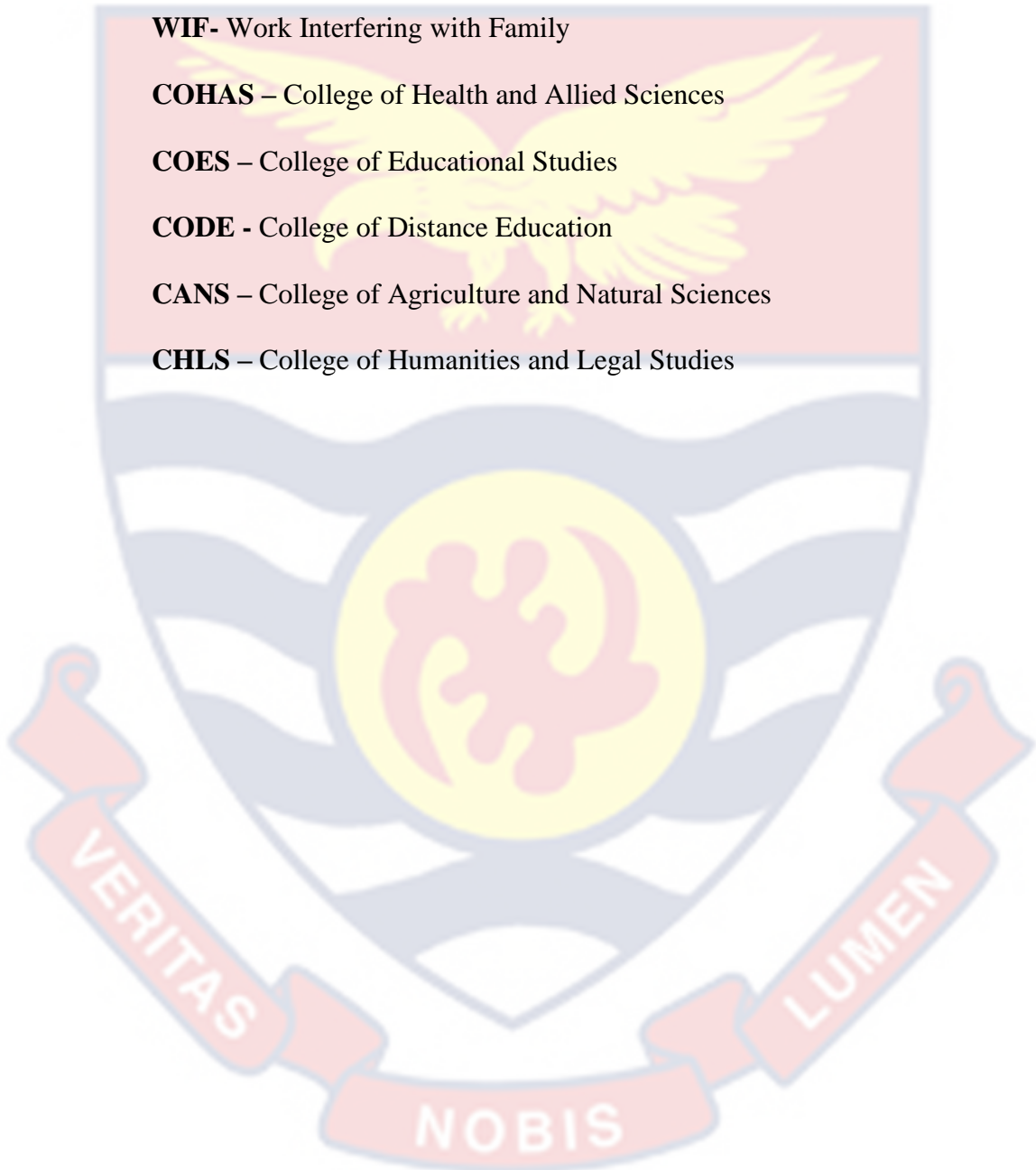
COHAS – College of Health and Allied Sciences

COES – College of Educational Studies

CODE - College of Distance Education

CANS – College of Agriculture and Natural Sciences

CHLS – College of Humanities and Legal Studies



CHAPTER ONE

INTRODUCTION

The study examines difficulty in balancing job-household duties and output of labourers and staff whilst considering the moderating activity performed by openness to experience of staffs of University of Cape Coast, Ghana. The link or association between difficulty in balancing job-household duties and output of staff should be carefully ascertained to facilitate improvement of productivity (Kissi, Asare, Agyekum, Agyemang, & Labaran, 2019). Increasing one's level of output is one of the most important concerns facing modern businesses (Pradhan & Jena, 2017). Per behaviour of agencies and development of personnel, productivity as measured by ability to do the task has gained popularity and has been at the centre of focus for vast researchers (Bommer et al., 1995; Lawler & Worley, 2006; Schiemann, 2009). Yet, based on the research that has been done so far, specialists have concluded that frictions between professional and household life impede the function of labourers (Schepers, 2011; Sun, Aryee & Law, 2007; Shih, Chiang & Hsu, 2010; Tripathy, 2014).

In this regard, folks who are employed are required to establish an equilibrium between the needs of their household and the responsibilities they play in the household sphere, and the expectations of their employment and the duties they play in the job context (Allport, 1960). This is a difficulty for a great number of different people (Van Aarde & Mostert, 2008). This aspect, therefore, covers detailed talks on balancing job-household duties and output of labourers and staff at relevant sections.

Background to the Study

Increasing one's level of production is one of the most important concerns facing modern businesses. Efficiency as measured by employee work accomplishment has been investigated by numerous researchers as per Bommer et al. (1995), Lawler and Worley (2006) and Schiemann (2009). Borman and Motowidlo (1997) established the meaning of job outcomes in relation to duty completion to being the efficacy with which workforce holders carry out the responsibilities that have been delegated to them, resulting in the realization of the agency 's objective while simultaneously highly motivating enterprises and people proportionally. Werner (1994) related task output to the formal reward systems of firms explaining it as “the exhibited action and competence that has an impact on the actual creation of merchandise, or any form of activity that gives unanticipated aids to an association's fundamental mechanical operations.” This lends credence to the notion that there is a link between investigations of corporate attitude and efforts to enhance personnel asset control (Borman & Motowidlo, 1997; Lawler & Worley, 2006; Schiemann, 2009). Work output is dependent on these two bodies of research.

Every company needs an efficient workforce effectiveness monitoring platform to get the most out of their human resources department and boost their chances of being successful. This does not imply that organisations should be only performance-driven, especially in the public sector (Kotková Strítěská & Sein, 2021). This will allow the whole system to shift away from being incident and toward taking on a perspective that is more organized and centered on folks as per London (2003), Mone and London (2009) and Jena and Pradhan (2014). The need to create a balance between the needs of one's

household and the responsibilities that one plays within the household realm, on the one hand, and the obligations of one's profession and the duties that one plays within that domain, on the other, is inevitable and unavoidable for earning persons (Allport, 1960; Van Aarde & Mostert, 2008). This is what is often referred to as the struggle between job and household (Greenhaus & Beutell, 1985; Aslam et al., 2011).

The extant knowledge body suggests that employees are almost left on their own to deal with this challenge. The situation creates a lot of psychological stress such as job burnout, dissatisfaction, and role conflict (Obrenovic et al., 2020) on employees which tend to impede job performance. This comes as no surprise since job-household friction is itself a psychological construct of the instability which exist between one's job and lifestyle at the house (Csikszentmihalyi, 2003). Therefore, individual employees deal with the struggle between job and household much by their trait psychology. Personality characteristics that people carry with them into both their professional and private lives are one factor that may be anticipated to locate or situate how different people react to this problem (George, Helson, & John, 2011). Temperament also bears an impact on a variety of actions in the job, including truancy (Furnham & Bracewell, 2006) and outcome of staff (Barrick & Mount, 1991). Because it influences how people feel and perceive, as well as how they act and conduct, temperament may be analysed from a variety of angles (Roberts & Wood, 2006).

The Big Five model is a way of thinking about people's personalities that is quite well recognised. The framework illustrates how our personalities are shaped by five primary characteristics, which are adapting to novel

encounters, acceptance, neuroticism, extraversion, and doing a task thoroughly respectively as per McCrae and John (1992). The work-family dispute has been associated to conscientiousness, extraversion, and neuroticism in many research (see, Chiu & Greenhaus, 2002; Bruck & Allen, 2003; Stoeva, Wayne, Musisca, & Fleson, 2004), but there are few investigations on the association between acceptance and adapting to novel encounters. Extraversion, Negative affects e.g., anger, as well as conscientiousness have all been tied to the job-household disputes. To be more detailed, extraversion and conscientiousness have been demonstrated to have a deleterious link to job-household struggle as per McCrae and Costa (1991) and Wayne et al. (2004), whereas emotional instability has a substantial bearing on on job-household friction (McCrae & Costa, 1991; Wayne et al., 2004). Per (Bruck & Allen, 2003; Stoeva et al., 2002), there is hardly any discussion in the academic literary works on the effect that openness has on productivity in the context of the job-household nexus. Openness may be defined as a disposition that includes aversion for regular tasks as well as inventiveness, creativity, a critical eye toward aesthetics, intellectual curiosity, and so on (Barrick & Mount, 1991; McRae & John, 1992; Firdaus, 2004). Consequently, persons who are open to experience will have a higher tolerance for embracing alterations, will look for alternate solutions to issues rather than traditional ones, and will have a greater capacity for creativity. Therefore, workers who possess these characteristics will have a greater chance of successfully navigating challenges linked with job and household responsibilities. Therefore, the investigator wishes to explore how openness has a bearing on the connection between job-household disputes and productivity at work.

Greenhaus and Beutell (1985), Opie and Henn (2013), Allen, Herst, Bruck, and Sutton (2000), and Wille, De Fruyt and Feys (2013) are just some of the researchers who have investigated on the topic of job-household struggles over the last several 10 years for a variety of reasons. Voydanoff (2004) notes that the home and professional spheres are no longer distinct, but rather go hand in hand because of shifts in the traditional gender roles in society. Because of this, there is a possibility that both ladies and gents might encounter additional strain due to having to adjust to shifts in their positions (Mauno, Kinnunen, & Ruokolainen, 2006). Today, males have begun to take on more household tasks, while at the same time, ladies pursuing their careers have risen. Men and women are progressively dividing home tasks as the notion of partnerships in which both partners contribute financially becomes the norm (Allen, Herst, Bruck, & Sutton, 2000; Zvara, Schoppe-Sullivan & Dush, 2013). The need of simultaneously fulfilling the tasks of a caregiver, a wife or husband, and a professional person might cause a rise in the amount of competition and strain caused by these career fields in all organisations across the globe (Theunissen, Van Vuuren, & Visser, 2003). Another reason for increased work-family friction and research interest is due to changing working environments (Obrenovic et al., 2021), recent technological developments (Obrenovic et al., 2021), increasing globalization and international business competitiveness (O'Driscoll, 1996), and the COVID-19 pandemic (Andrade & Petiz Lousã, 2021), amongst others.

As stated earlier, these permeate all spheres of work and geographical regions. Looking at Africa, especially Ghana, most folks are highly connected to the households they come from, and they assign higher weights to large families as an important indicator for power as well as riches (Karatepe & Magaji, 2008). Even though most households of Ghana appreciate bigger family sizes, assessments show that these homes are progressing toward a more nuclear condition (Ghana Statistical Service, 2018). Notwithstanding, in the Ghanaian context, job insecurity is pervasive which makes it difficult for efficient output of the workforce in synchronizing the roles and responsibilities of both job and household demands (Gamor, Amissah, & Boakye, 2014).

In the quest of meeting demands of employers, and secure jobs, workers become stressed and face issues in managing job and expectations from household. In addition, the cultural setting of Ghana renders job and household life very tough to handle (Adom, Asare-Yeboah, Quaye, & Ampomah, 2018; Gamor, Amissah, & Boakye, 2014). For example, women are steering the affairs of the kids and tiding the home (Gamor, Amissah, & Boakye, 2014; Adom, 2015), as well as duties towards the old regardless of their work status (Okpara, 2006; Aryee, 2005). On the other hand, men are bread winners. In addition to taking of family roles, this maximises the chance of work-family conflict in organisations (Ayadurai, 2018). This puts pressure on both gents and ladies to ensure there is stability in their employed professions and household-life irrespective of their status at workplace (Gamor, Amissah, Amissah, & Nartey, 2018).

Thus, work-family conflicts have serious repercussions on employees and organizations (Hamid & Amin, 2014; Morrison, Mensah, Kpakpo, & Asante, 2020). The adverse impacts of job-household conflicts on employees are stress, broken marriages, and others (Chau, 2019). Also, the effects on the organisation are a decrease in work contentment as well as a spike in truancy, plan to stop working, higher turnover ratios and many more (Adisa, Osabutey, & Gbadamosi, 2016). How job-household frictions affect staff further translates into adverse employee performance (Asbari, RudyPramono, DylmoonHidayat, VirzaUtamaAlamsyah, & MiyvFayzhall, 2020; Hamid & Amin, 2014; Morrison, Mensah, Kpakpo, & Asante, 2020). In accordance with data, there is an adverse and statistically significant correlation between job-household disputes and output (Karakas & Sahin, 2017; AlAzzam, AbuAlRub & Nazzal, 2017; Goudarzi, 2017). On the other hand, Li, Cropanzano, Butler, Shao, & Westman, (202 discovered that there is a strong but weak association between job-household disputes and technical ability. However, the findings of most of the research carried out in Ghana indicate that the impact of job-household frictions on efficiency is both adverse and considerable (Dartey-Baah, 2015; Morrison, Mensah, Kpakpo, & Asante, 2020; Akoensi & Annor, 2021).

Sometimes the interference of family roles is too evident at the workplace to the extent of raising management concerns. One area which has not received research attention on work-family conflict is educational institutions, especially in Ghana. This is a workplace which may be seen as offering some level of flexibility in the execution of duties. However, this varies from staff to staff. Nonetheless, facilities such as maternity leave and

working half day for a year do only a little to help the situation. The men are not left out in these issues as sometimes due to family concern they tend to truncate every work at the workplace to attend to these family issues. This affects their work performance as it affects their productivity in the workplace.

Aslam et al. (2011) confirms that even though friction between job and household is something that the large bulk of workers experience in many industries, those in the public institutions such as the universities are not left out. Employees in these institutions are very prone to job-household frictions because plenty demands are on labourers and staff to help make these institutions better and this work-family conflict negatively impacts their output (Sultan & Akhtar, 2019; Weerasinghe & Batagoda, 2015), despite the perceived flexibilities they enjoy. The UCC is a typical example of a place where these issues are encountered.

In UCC, the administrative staff, (which is, Senior Staff, non-teaching) face this issue of work family conflict. They are supposed to come to work at 7.30am and normally close from work at 4.30pm. They are supposed to always be at post because of their nature of work to coordinate activities at the offices, sometimes they must forego their break time to get things rolling at the offices.

A circular issued by the Director of HR of UCC points to practical intensity of household-job struggles in affecting the effective output of roles by labourers. On 16th January 2020, the Director of Human Resource wrote a circular asking staff not invite their kids/babies to the place of work after school hours. The circular was issued based on the idea that basic schools, close at 2:30pm to 3.05pm and some workers/staff close at 4:30pm. When the

children close from school staff intend to bring them to their workplace, which does not help their performance and productivity at the workplace. It is normal to assume that the situation is not much different for other educational institutions in Ghana, especially universities. This needs to be addressed to help create stability between job and household duties.

Literature is clear on how this conflict affects performance in job roles. The execution of many tasks performed as (wife, mother, housewife, and staff) that take enthusiasm, time and dedication may be seen as the primary contributor to this conflict's occurrence (Aminah & Maznah, 2003). To be more precise, someone who juggles the demands of their professional and personal lives may have inter-role frictions, which might be stressful in form, dependent on time, or dependent on actions (Greenhaus & Beutell, 1985). Maintaining a healthy balance between job and household life may improve workers' effectiveness at their place of employment or vice versa. To have a deeper comprehension of this idea, academics have compiled a list of the negative factors that create and contribute to job-household frictions (Carlson & Frone, 2003; Greenhaus & Powell, 2006). Friction between workers' job and home responsibilities is detrimental to their efficiency and achievement on the job (Johnson et al., 2005).

In this study, two different forms of job-household struggles (from both job interfering household struggles (WIF) and household interfering job struggles (FIW) perspectives) were examined. Thus, relations between different aspects of WFC with different measurement approaches to employee performance is considered in an educational setting where less attention is given. In addition, it is possible that the increased burden and the need to put

in more hours will have an impact on the household life of university employees and will exacerbate the friction between profession and household. It is possible that the increasing strife between job and household will have a detrimental influence on worker efficiency, which puts the empirical study into context. Despite this, it is uncertain how much openness plays in improving the link between work friction and effectiveness. Because of this, this investigation explores the connection between job-household frictions and staff achievement, as well as the role that openness plays as a moderating element in this connection. In addition to this, the study will investigate the methods of self-sufficiency used by the senior staff of UCC.

One important concern is that these conflicts do affect the job output of folks within the agency or establishment, and this is key in attaining targets of the institution. For establishments to become more viable, they need be cognizant that human resources are a significant commodity that requires planning and control that considers the demands of the company. According to the human capital theory articulated by Bangun (as cited in Chen, Liu, Yang, Ma, Wang, Huang, ... & Zhang, 2018), the purpose of human resource management (HRM) must be to enhance human capital for it to act as a basis of challenging edge and adjust to variations in the surrounding ecosystem. Thus, organisations need to train their employees in many psychological resources to be in the position to be adaptive and skilled (Hesketh, & Neal, 1999; Pulakos et al., 2000; Baard, Rench, & Kozlowski, 2014; Huang et al., 2014 etc.) to deal with the work-family conflict so that it does not cause negative impact on the overall organisational goals. One of these psychological skills is to master the advantages and disadvantage of the Big

Five, especially openness which is touted to help better with the work-family conflict (Caspi et al., 2005; McCrae & Costa, 1997, 2003). This is also another reason why this study focuses on openness, apart from its scarcity in the empirical literature on Ghana.

Statement of the Problem

The friction which arises due to the imbalance between job and household has been a key concept in the study of work-family conflict yet, investigations concentrating on the interplay of situations such as person uniqueness factors have been sparse. The interaction of household and one's job with an individual's predispositions has been regarded as an essential field of study for the purpose of better comprehending the patterns of Work Interfering with Family (WIF) and Family Interfering Work (FIW) that are either promoting or inhibiting in nature (Edwards & Rothbard, 2000).

The challenges that women and men are experiencing in their workplace and homes are causing a shift in the level of severity of the job-household conflicts. Men are making more of an effort to pitch in around the house, while ladies are expanding their roles in the workforce (Chant & Gutmann, 2000). This has a significant impact on the families of workers as well as the enterprises that employ them. This may be ascribed to the evolving trajectories of the industry, with a substantial number of dual-earner partnerships and the strong desire for personnel output. Also contributing to this phenomenon is the high demand for employee productivity. As a result, workers turn to numerous coping forms to mitigate the negative issues concerning household-job struggles/ disputes and to decrease the impact of the conflicts themselves. In some circumstances, people can be forced to either cut

down on the number of hours they put in at the job or completely withdraw from the labour field. Investigations suggest that these tactics more frequently than not promote gender inequality since ladies are more inclined to quit their jobs or cut their hours of work in favour of scheduling their time with their household as per (Ammons & Edgell, 2007; Collins, 2020).

How job-household struggles have a bearing on staff output has been investigated in the extant literature (Dartey-Baah, 2015; Li, Bagger & Cropanzano, 2016, Karakas & Sahin, 2017; AlAzzam, AbuAlRub & Nazzal, 2017; Goudarzi, 2017; Morrison, Mensah, Kpakpo, & Asante, 2020; Akoensi & Annor, 2021). Most of these studies reveal the unexpected negative effect of job-household frictions on performance (Karakas & Sahin, 2017; AlAzzam, AbuAlRub & Nazzal, 2017; Goudarzi, 2017), while others find an insignificant relationship (Li, Bagger & Cropanzano, 2016). These studies were conducted without considering the true function of openness in how job-household conflict is associated with performance. However, the openness component includes inventiveness, creative abilities, intellectual scepticism, rigorous aesthetic judgement, and distaste for repetitive activity (Barrick & Mount, 1991; McRae & John, 1992; Firdaus, 2004). Thus, folks open to adventure will be more receptive of transition, seek out unconventional solutions to difficulties rather than the traditional ones, and act more innovative. Consequently, employees with these features will be able to navigate better in job-household friction challenges. Hence, in this investigation, the role of openness is examined in the context of how job-household frictions associates with the productivity of staff on a task.

Taking into consideration the Ghana context, studies have been conducted in different aspects and areas of its economy such as the hospitality sector (Gamor, Amissah, & Boakye, 2014; Gamor, Amissah, Amissah, & Nartey, 2018; Asiedu, Annor, Amponsah-Tawiah, & Dartey-Baah, 2018), Prisons (Akoensi & Annor, 2021), banking sector (Morrison, Mensah, Kpakpo, & Asante, 2020; Kissi-Abrokwah, Andoh-Robertson, Tutu-Danquah, & Agbesi, 2015), and other corporate sectors (Dartey-Baah, 2015). This clearly shows that less attention is given to the educational sector which is also important for economic development. This is to say, work-family conflict is pertinent in most organizations including the educational sector (Sultan & Akhtar, 2019; Weerasinghe & Batagoda, 2015).

UCC has not been left out of the pressure due to job-household struggles. Although bulk of workers in many different businesses experience work-family friction on a regular basis (Aslam et al., 2011), individuals working in public institutions such as universities are not immune to the problem. Employees in these institutions also encounter a higher number of workplace-household struggles because there is more pressure made on staff to keep these establishments attractive (Sultan & Akhtar, 2019; Weerasinghe & Batagoda, 2015). This affects their work performance as it affects their productivity in the workplace. It might appear to suggest that staff are required to go above and beyond their normal schedules. This can have a detrimental effect on their personal lives and can lead to work-family conflicts, both of which can have a deleterious consequence for their ability to do their jobs effectively. Since the teaching and learning field ranks among the key pillars that enormously lead to the formation and advancement of markets of

countries (Ofosu-Hene & Amoh, 2016), its staff members must get an assistance in managing work-family discord so that they can give their best output and expedite the attainment of organisational goals. This will allow the teaching and learning field to be one of the most key industries that greatly make a significant contribution to the advancement and progression of markets of countries.

Purpose of the Study

The investigation's intent is directed at looking into the link between job-household issues and employee performance as well as the role that openness plays in influencing that connection, amongst senior staff members at UCC.

Research Objective

This inquiry specifically aimed to:

1. investigate the knowledge level of staff on conflicts within work and family.
2. examine the effects of work-family conflict on employee job performance.
3. examine the effects of family interfering with work on employee job performance.
4. examine the effects of work interfering with family on employee performance.
5. examine the effects of openness on the relationship between work-family conflict and employee job performance.
6. examine the effects of openness on the relationship between family interfering with work and employee performance.

7. examine the role of openness in the relationship between work interfering with family and employee performance.
8. identify the coping strategies adopted by the senior staff of UCC in managing work-family conflict.

Research Questions

The aim of this investigation is to assess and provide responses to the below research questions:

1. What knowledge is present amongst staff on work-family conflicts?
2. Which coping strategies are used by the staff in tackling work-family conflicts?

Research Hypotheses

1. Work-family conflict will have a significant negative effect on employee job performance.
2. Family interfering with work will have a significant negative effect on employee job performance.
3. Work interfering with family will have a significant negative effect on employee job performance.
4. Openness will moderate between work-family conflict and employee job performance.
5. Openness will moderate the relationship between family interfering with work and employee job performance.
6. Openness will moderate the relationship between work interfering with family and employee job performance

Significance of the Study

1. The Management of the University of Cape Coast and other stakeholders will gain awareness of the effects of work-family conflicts on employee performance and hence be encouraged to adopt some management practices that would help reduce or curb such effects.
2. Findings will influence policies regarding work-family balance in the future.
3. The study would also add to the existing literature on human resources – particularly on work-family balance in higher education.

Delimitations

The study would be delimited to senior staff of UCC. It would include staff from Administrative Assistant (and its equivalent with other ranks) to Chief Administrative Assistant (and its equivalents with other ranks) in the University of Coast. The focus would be on the impacts of job and household stability on staff job output and achievement.

Limitations of Study

Structured questionnaires were used, hence the findings cannot be said to be a 100% true representation of the phenomenon since the participants had no option other than to respond to close-ended questions which might not provide accurate information. Again, since the researcher could not reach out to all university senior staff, the result cannot be generalized to the entire university.

Definitions of Terms

Employee Performance: The phrase "personnel execution" denotes professional success of folks after investing in the necessary effort on the assignment, which is associated with gaining major work obligations, an appealing character, and sympathetic coworkers and bosses surrounding them.

Task performance: Mainly comprises of actions that are explicitly required by the work and that encompass the primary obligations that are outlined in the scope of work.

Adaptive performance: This pertains to folks' ability to adapt to new conditions and sustain the power to provide necessary support to the career profile while operating in an atmosphere that is constantly advancing.

Contextual performance: Folks in a professional situation may exhibit this sort of pro-social conduct when they help one another out.

Personality: Personality is the procedures and steady mindset that impact how individuals understand and respond, emotionally and behaviorally, to their surroundings. These activities as well as mentalities are what give folks their distinctive identities.

Work-Family- Conflict: This notion is described as kind of friction that occurs when the duty constraints that come in one's employment and one's household are contradictory with one another. Therefore, as the discord (which will henceforth be alluded to as W-F Conflict) that arises as a result of job trying to meddle into the household (which will henceforth be symbolised as WFC) and household interfering into job (which will henceforth be depicted as FWC), the term "W-F Struggles" will be used.

Openness to experience: A situational feature possessed that is most expected to be beneficial for forecasting personal variations in the trend of productivity development over a period is ready to encounter, which is one of the OCEAN qualities together with neuroticism, agreeableness, extraversion, and conscientiousness.

Organization of the Study

This study covers five (5) chapters. The first chapter covered introduction, which includes the introduction of the study, the background to the study, Statement of the problem, purpose of the study, significance, delimitations, and limitations of the study. The chapter two focused on the reviewed literature which is related to the study based on conceptual framework, review, theoretical framework, and empirical studies. These were reviewed based on the purpose of the study. The third chapter dealt with the research methods of the study and included the design, population, sampling and sample, data collection instrument and procedure as well as analysis. The results, finding and discussions were covered in chapter four.

Ultimately, the research ends with the last section, which contains a summary of the study, findings, conclusions and suggestions.

CHAPTER TWO

LITERATURE REVIEW

Introduction

In this aspect of the inquiry, the researcher will conduct a review of previous research that have some relevance to the one that is being done now. This section addresses many theories in addition to the conceptual framework that serves as intent of this investigation. Per the idea of struggles in harmonising job and household duties, the five-factor model personality, coping strategies, and output of staff are discussed. Empirical reviews on related works relevant to the study are also discussed.

Theoretical Framework

Role Conflict Theory

The role theory is a branch of sociology that focuses on social concerns and postulates that within social contexts, diverse patterns are generated. Relatives, towns, and places of work are some of the institutions that call for people to fulfil a variety of tasks. Folks are responsible for fulfilling these duties as per Parsons and Shlis (1951). Folks who do investigations in academia believe that struggles with duties may arise when a person is prevented from satisfactorily performing the several tasks and obligations that are incumbent upon them by external factors (Barnett & Baruch, 1985; Coverman, 1989). Each position that a person takes on, and particularly when numerous roles are taken on, may occasionally result in role conflict due to specific responsibilities, entitlements, customs, and actions that are required of each position (Biddle, 1986). When someone fails to satisfy the tasks

associated with their position in the household, at work, or in the society, job and household duty struggles arise.

The concept of household-job problems, which is a component of this theory, has its origins from challenges in outstandingly doing tasks, which was provided by Katz and Kahn (1978), as well as by Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964). The theory proposes that the primary factor in determining a person's actions is predicated on what others anticipate from them. According to this idea, the expectation that surrounds each of these several roles that a man is involved might consequently lead to job friction. This is due to the fact that each function needs a different amount of time, effort, and dedication. The notion that involvement in the position of a staff at the job is made more difficult by the execution of responsibilities related to the labourer's household, and vice versa, is evidence that the two obligations are incompatible with each other.

Individuals take on distinct responsibilities, according to the theory, which postulates that these responsibilities are conferred upon them by distinct social organisations, an illustration is one's household, the workplace, and the society (Parsons & Shlis, 1951). It's generally accepted that conflicts between roles result from people's inability to successfully meet all the demands placed upon them by their many responsibilities (Barnett & Baruch, 1985). It is possible for people to provoke conflict by carrying out specific responsibilities, norms, rights, and other behaviours that are required of them (Bidle, 1986). Poelmans, O'Driscoll, and Beham (2005) confirm it, implying thus, capacities of a person in undertaking different functions corresponds to position uncertainty in a specific position or all the different positions, which

has detrimental consequences on population lives, demeanour, and welfare (Poelmans, O'Driscoll & Beham, 2005). Because of this, role conflict arises when individuals are incapable of fulfilling the tasks expected of them in both their families and their places of employment.

Per Greenhaus and Beutell (1985), all aspect of a profession that has a bearing on a one's daily devotion while they are performing that function has the potential to create a confrontation with some other duty. This friction can occur between any two tasks in which the individual participates. When time that should be spent on household tasks, such as helping any member of the clan, is instead committed to tasks associated with the job role, the theory adds, there is certain to be friction. Because of this, several jobs vie for a person's restricted temporal assets, creating some issues in meeting requirements of another function (Kopelman, Greenhaus & Connolly, 1983). This may be used as an explanation for the fact that the amount of effort focused on household-related operations is not linked with processes of one's job, which ultimately results in a struggle between household and job. This indicates that more time, energy, and commitment will be necessary to meet those conflicting demands. If a person does not have access to sufficient assets, this might put them in a position where they are forced to encounter conflict to carry out efficaciously to-do jobs (Kumar, et al. 2021).

Per Jang et al. (2016), a person's expectations regarding appropriate conduct in a specific capacity give rise to the development of a preset or anticipated role for that individual. A psychological strain that is brought on by a role ambiguity issue is what is referred to as a role ambiguity. It is possible for one's job life to interfere with their family life, as well as the other

way around, since both the professional and personal spheres have their own sets of expectations and challenges. A sort of role conflict known as household-job struggles comes to reality when the role intensiveness exerted by one's place of employment and one's household is not easily tackled or reconciled in some respects (Utami et al., 2020). The requirements of line of work refer to stressors coming out due to working long hours and the amount of time needed to finish work, such as work that must be done quickly and has a timeframe attached to it. Job-household strife is a strife that arises in a person because of the person deciding to take on various positions, both in the workplace and in the household. This results in the individual devoting too much focus and effort to one role only, which blocks folks from meeting requirements of extra roles to the best of their ability. Job-household struggle, also known as dual role conflict, is a kind of conflict that may be caused by workers who are unable to maintain a healthy work-life balance or divide their time effectively between their personal and professional responsibilities (Kura et al., 2020). The job-household struggle is sort of a friction with work due to a discrepancy in the duties of a person's employment and their family responsibilities. This discrepancy may manifest itself in several different forms.

Specifically, the theory indicates that the likelihood of a person experiencing WIF struggles rises as to the ratio of hours that persons spend engaged in activities linked to their profession. On the other hand, the likelihood of a person experiencing FIW conflict increases proportionally with the number of hours that persons invest in events connected to their family. The role conflict hypothesis, on the other hand, does not elaborate on which of

the roles directly affects the performance of the other. It failed to acknowledge the possibility that a person may experience conflict because he or she is unable to live up to his or her own standards. In spite of these limitations, the theory well describes the phenomenon known as job-household friction, which drives the issue that this present research tries to investigate.

Implication of the role theory to the study

According to Kahn and colleagues' argument from 1964, it is impossible for the expectations and duties of numerous roles to coexist concurrently. If folks fail at their completion of duties associated with their various societal duties (for example, job and non-work duties), they may find themselves in a position of friction consequently. The friction that existed between the two primary spheres was brought to light by role conflict theory (job and household acts). The main premise of such ideas is that folks who play numerous roles in their lives face great degrees of struggles. The contextual values of societies have an impact on the sort of conduct and mindset persons exhibit in any context, along with the workplace. Therefore, the attitudes of workers might be influenced by these cultural norms in the job.

Socio-analytic Theory of Personality

The taxonomy of needs developed by Robert and Joyce Hogan serves as the foundation for the socio-analytic theory. According to this idea (Hogan & Warrenfeltz, 2003; Hogan, 2007), humans have fundamental biological requirement for three things; (1) rank, authority, and command over assets; (2) endorsement and recognition; and (3) sequence and consistency. These criteria translate into lifestyles that help folks to connect with other folks, progress in regards of social status, and make sense of the world that surrounds

them. Hogan (2004) argued that the initiative for personality theory is to describe specific divergences among folks in their capacity to get along and get in front; the ideology for temperament evaluation, he contended, is to foretell person distinctions in people's possibility for using it. Hogan's argument was that the ideology for personality theory is to describe specific distinctions among folks in their skill to get on with it and get in front. As per Hogan's line of reasoning, the objective of personality theory is to demonstrate unique variations among individuals in terms of their capacity to get along with others and advance in their careers.

When attempting to characterize a person's temperament, it is recommended, in accordance with the socio-analytic theory, that one take into consideration the perspectives of both the subject and the observer. From the perspective of the individual, their identity is their personality. It is characterised in terms of the techniques that individual employs to meet the desires for acceptability and status in their social environment. A person's reputation may be thought of as their personality from the outside looking in. It is described in terms of assessments of individual characteristics. hence, folk's reputation is reflective of the observer's perspective of the typical ways in which the individual acts. A person's identity is what explains their behaviour, whereas reputation is what others say about it (Hogan & Holland, 2003). According to the socio-analytic hypothesis, the two demands of getting along with others and getting forward in life relate to fundamental characteristics of personality. Emotional steadiness, agreeableness, and conscientiousness are all facets of a person's personality that may be seen as manifestations of their underlying drive to get along with others. Extroversion

and an openness to new experiences are two personality qualities that are influenced by and exhibit the drive to advance in one's career. According to another tenet of the theory, these two requirements have only a marginal bearing on success in the workplace. They need more immediate traits, particularly social abilities, in order to be transformed and directed into actions. The connection between these two requirements and assessments of one's work performance is mediated by one's social abilities. Extroversion and an openness to new experiences are two personality qualities that are influenced by and exhibit the drive to advance in one's career.

According to another tenet of the theory, these two requirements have only a marginal bearing on success in the workplace. They need more immediate traits, particularly social abilities, to be transformed and directed into actions. The connection between these two requirements and assessments of one's work performance is mediated by one's social abilities. It is so since workers with techniques in societal interaction are better able to adapt their objectives to get along with people and advance in ways that are favourably seen and judged by others around them. This notion was confirmed by Blickle and his colleagues after they carried out a number of research with workers in Germany and found support for it. To be more specific, they demonstrated that agreeableness and social skill interaction were significant predictors of work performance evaluations received from superiors, peers, and subordinates (Blickle et al., 2008). Per outcome of some inquiry, a substantial or meaningful link between extroversion and social competence exists to cause success of enterprises (Blickle, Wendel, & Ferris, 2010). These results were shown to be consistent across three separate studies (Blickle et al., 2011, for

example). Greater levels of getting along with co-workers were predictive of higher levels of work output evaluations for labourers with greater levels of talents. Tendency to interact with others were predictive of lower degrees of work output evaluations for staff with poor levels of competence. In a similar vein, workers that had greater ratings on some skills were inclined to advance in their careers, which in turn predicted greater levels of job performance evaluations.

Those with lesser levels of political competence had lower levels of work performance evaluations when they achieved greater degrees of professional advancement. Locke (1991) proposed that needs repeat themselves in a cyclical manner and that they can never be completely satiated. They are there regardless of whether a worker is aware of them or not. It's possible for a single need to give rise to a wide variety of behaviours, and it's also possible for a single behaviour to be the outcome of more than one need. The fulfilment of needs is the source of both values and objectives. In other words, the socio-analytic theory adopts an evolutionary point of view in its examination of modes by which folks' personality influences their life styles in the environment, including level of job attainment (Hogan, 1982; Hogan & Blickle, 2018; Bourdage, Schmidt, Wiltshire, Nguyen, & Lee, 2020). When we apply this theoretical framework to the present research, we find that the employee dynamic suggests that university administration has to construct or maintain a positive "reputation" among their workers (senior staff), where "reputation" refers to how their employees see them. The socio-analytic theory places a significant emphasis on people's personalities, particularly their reputations and identities, both of which are significant components of

people's personalities. To begin, one of the most important aspects of a manager's personality is said to be their reputation, or the sort of person that others believe the manager to be. Second, a person's identity, which includes their self-beliefs, is a major factor in determining their reputation. For example, managers' self-perceptions, including the kind of person they are and how they want to be seen by others, influence how others see them. Personality trait evaluations are often used as stand-ins for selfhood since it is generally accepted that image comprises the reasons that lie behind management behavior. As a result, character type evaluations are frequently applied (Blickle, Wendel, & Ferris, 2010). Both self - image and prestige are varying along two aspects, which, per the theory, formed in the two-dimensional fashion as a reaction to developmental influences linked with surviving in factions. Both identity and reputation can be thought of as being shaped by the environment in which an individual lives. People's reputations are the outcome of their efforts (e.g., lack of attempts) to address two important evolutionary issues that amongst people. Specifically, both challenges are inherent in the fact that humans live in groups. Getting ahead is the first significant obstacle to overcome.

The socio-analytic hypothesis operates on the presumption that primitive societies were structured in hierarchies, with higher rank conferring various advantages. Engaging in contests to gain greater status and presenting outward signs of self-confidence are both beneficial to one's reputation since they suggest that one wants to progress. This is the case even if all other factors are held constant. Getting along with one another is the second most significant problem of communal life. In the lives of our ancestors, it was essential to

seek security in groups since when an entity is isolated or alone, they are not safe but when the person is in company of others, they are ok. Individuals need functioning connections with other group members to experience the benefits of the group's safety. Therefore, being kind and cooperative toward other people, being predictable and trustworthy, and keeping with the social and moral laws are all beneficial to one's reputation, if everything else is held constant. The struggles of advancing one's position while maintaining harmonious relationships were critical to the survival of our ancestors. Because of this, People's characteristics serve as stand-ins for how they often deal with these two types of societal problems. Because these representations have been so firmly embedded in the societal behavior and views of mankind, they will continue to influence folks' capacity to be successful in their interpersonal interactions. In addition, individuals have varied strategies for overcoming these two obstacles, which leads to individual variances in the ways in which they connect with other people (Hogan & Blicke, 2018). Specifically, intentions and lifestyles that reveal a sense of superiority, position, and ownership of some resources are reflective of an identity that sets a focus on progressing oneself. This identity also places a focus on progressing others (Hogan & Shelton, 1998). In addition, people whose identities are predicated on the notion that they are always striving to improve themselves may commonly be seen participating in contests, looking for appreciation and acknowledgment, and elevating the profile of the good traits that they possess (Schütte et al., 2018). Motives and characteristics related to a desire for affiliation are expressed in an identity that places an emphasis on getting along with others. People with this kind of identification exhibit acts

e.g., easy to talk with and pleasant with others. In conclusion, folks that can successfully ensure equilibrium between advancing their careers and maintaining positive relationships with co-workers should have a positive reputation inside the organisation (Hogan, 1982).

Personality and motivations are two aspects of an individual's identity. These aspects of a manager's identity include what they genuinely care about and how they want to be perceived by others. These aspects, in turn, motivate their behaviour, which, in turn, has repercussions on labourers' integrity. (Meta-analytic) data lends credence to socio-analytic theory, which accounts for the 2 trait trends as well as the identity-reputation divide (Hogan & Holland, 2003). A manager's social and political abilities, which serve to transform identity into reputation, are an extra important aspect that plays a role in determining the manager's reputation. To put this in a more concrete context, leaders who really think or is concerned about welfare of their workers may exhibit warm and kind behaviour toward those workers. On the other hand, a manager who does not care may be aware that to be successful, they need to give the impression that they care. It's possible for a manager who doesn't care about their employees to successfully control their reputation if they have the right social skills. Because of this, socio-analytic theory clarifies how narcissism of leaders influences the leader-subordinate interaction. The researcher will discuss how these 2 trait trends give an accurate approach to define trait narcissism in the next section.

Implication of the socio-analytic theory to the study

This socio-analytic principle is suitable for the ongoing investigation for the following reasons: the investigation focuses on determining whether

there is some association between the struggles of one's duty to their household and job, employee performance, and the moderating contribution of acceptance as a character disposition; the socio-analytic principle puts emphasis on how character qualities can affect personal skill, which includes service quality; and the investigation attempts to explore whether there is some association between the struggles of one's duty to their household and job. As a conclusion, the socio-analytic theory provides an appropriate framework for the investigation at hand. As a result, characteristics may be seen not only in the thinking of observers but also in the behavior of actors as it is observed. Researchers utilize a person's reputation to make educated guesses about key life outcomes, most often in the form of occupational thrive/issues and, as a result, staff output. Conversely, researchers may utilize an entity's sense of self to understand why they behave the way they do in the way that they do. Prediction is not an explanation. Lastly, the socio-analytic theory urges humans to better their standard of living by increasing their social skills, which tend to assist individuals handle work-family issues.

Conceptual Review

Work-Family Conflict and Family-Work Conflict

Authors Kahn, Wolfe, Quinn, and Rosenthal (1964) came up with the idea of job-household friction and characterised it as "the strain arising from the duties in household and job, and the incapacity to satisfy the expectations of both tasks." This led to the development of the WFC notion. This indicates that the requirements of one set of responsibilities, such as those at work or at home, pose a challenge to meet the requirements of on one of them. Moreover, a clarification from Greenhaus and Beutell, (1985) was a state of between

task-hostilities in which position demands from job and household contexts are interdependently completely at odds. In some regard whereby involvement in the job-household role is more challenging by showing an interest in the job-household role. Specifically, struggles arise when one's position stresses from the job and household contexts are collectively incongruent in some regards. Job-household friction was also characterised in a more straightforward manner by Kossek, Pichler, Bodner, and Hammer (2011). According to this definition, struggles emanating from solving household-job problems occur when realms of job and household are incongruent, resulting in strife. This shows that it is unrealistic to believe that concerns related to work and family will not impact one another in some way. The growth in households with two guardians who are all following career makes it more probable that there will be frictions between the many responsibilities that must be fulfilled in both the home and the workplace as per Major, Fletcher, Davis and Germano (2008) and Livingston and Judge (2008).

Job-household friction is described as "sort of 2 tasks friction emerging from strain from one function in contention with those from another position," as stated by Stoner, Hartman, and Arora (as cited in Achour, & Boerhannoeddin, 2011). According to Adams, King, and King (1996), job-household friction happens if one's duty (for example, job) is inconsistent needs of another category (for example, family), and such friction may affect the value of one's professional and personal life. Again, O'Neil and Greenberger (1994) found that people who merge both job and household roles commonly face a significant degree of dedication to both positions. Additionally, these folks may also undergo a high level of job-household

discord, possibly as due to greater level of commitment they feel to both positions. This is since many folks place more importance on their obligations at profession and in their households; but, when these duties are combined, they often lead in multiple priorities (Boles et al., 1997).

In addition, the job-household friction influences organisation's output since it leads to reduced overall work contentment, greater personnel attrition and truancy, poor productivity and increasing levels of workplace strain, and the desire to quit an organisation (Rose, Hunt, & Ayers, 2007). Conflicts between work and family life may have negative effects not just on institutions but also on folks, in the form of lost wages and increased medical costs. According to the research conducted by Adam, King, and King in 1996, greater levels of work-family friction projected lower concentrations of loving/aid, while elevated doses of household backing postulated lower degrees of work-family conflict. FWC is often caused by marital stress, insufficient spousal assistance, and a shortage of day care for the children (Fox & Dwyer, 1999). An organisation may incur additional expenses because of FWC. For instance, people are less likely to be devoted when they perceive that the responsibilities, they play at work conflict with the ones they play in their families (Olsen, 2004). This may lead to an increase in absenteeism as well as a lack of attention on account of obsessions with household concerns, both of which can lead in an upsurge in blunders, injuries, or expensive blunders.

The disruption that occurs between the job context and the household dimension is referred to as work-family friction. Choices that people make concerning both areas may influence both people and organisations. In latest

days, a variety of research have contributed to an improvement in our knowledge of the interplaying aspects of how one's professional life impacts one's homelife and vice versa as per Greenhaus and Beutell (1985) and Frone et al. (1992). The link between job and household has garnered a significant amount of attention, which has been partly triggered by the rising number of employees who are participating at so many agencies (Powell & Greenhaus, 2010). The shifting demographics of labour market, along with rise in the folks who are raising their children outside of the normative confines of the nuclear family, have both contributed to a heightened awareness of the friction that exists between job and household responsibilities (Zedeck, 1992). As a result of these ongoing shifts, an increasing number of people are forced to contend with the difficulties of balancing the demands of their professional and household lives (McNall, Masuda, & Nicklin, 2010). The challenges of balancing the responsibilities of job and household always result in friction between the two spheres of life (Nikandrou, Panayotopoulou, & Apospori, 2008). The adverse effects of friction on households, bosses, and workers have led to the difficulty of sticking to career and household as part of this 21st century being recognised as a social trend (Parasuraman & Greenhaus, 1997). The link between business and household is complex and encompasses several dimensions. job and household friction is a subtype of 2 roles struggle that occurs when needs and requirements of one's household and job responsibilities are not congruent with one another (Netemeyer et al., 1996). The main source of friction is the time, energy, and commitment required to fulfil various tasks (wife, mother, housekeeper, and employee) (Aminah, 1997). Inter-role conflict can occur when a person integrates work and family

domains, and it might be dependent on strain, time, or on conduct (Greenhaus & Beutell, 1985). Job and household balance might have repercussions on output of labourers at work or vice versa. Employee productivity and job effectiveness are harmed by work-family conflict (Johnson et al., 2005).

Investigators have investigated the problematic factors and effects that contribute to job-household struggle to better comprehend this issue (Carlson & Frone, 2003; Greenhaus & Powell, 2006).

Both one's household and one's career are important aspects of older age. It's possible that the job expectancies that come up at duty and at home won't always be consistent with one another, which might result in a clash between the characters played at business and at home (Netemeyer et al., 1996). The study of job-household friction takes into account the interlinkages that exist between the professional and personal spheres of life and analyses the ways in which people encounter role ambiguity. The concurrent execution of tasks that are reciprocally reliant on one another that persons engage in, together with the accompanying needs in terms of period and labour that each position needs, is used to explore the phenomenon of role ambiguity (Eagle et al., 1998). Presence of 2 or more duty requirements such that obedience with any might render it so much harder to stick with one is how job strife is described (Khan et al., 1964, p. 19). To put it another way, the obligations and responsibilities that come with one duty make it harder to fulfil the requirements of the other one (Katz & Khan, 1978). Inter-role struggle is a form of conflict that Kahn et al. (1964) characterised as the sort of friction or strain that a person encounters while trying to balance their duties as a worker and a close relative. According to one definition of strife at corporate agency,

between 2 or more duty struggle is "a type of dispute where groups of antagonistic demands emanate from involvement in various positions" (Kahn et al., 1964, p. 20).

As a result, since different tasks are incompatible with one another, the expectations that stem from one function (family, for example) might give life to strife between 2 tasks (household and job) The argument that household-job friction and job-household friction are two separate forms of different tasks struggle is backed up by a substantial body of data that are still intricately linked as per Khan et al. (1964), Greenhaus and Beutell (1985) and Netemeyer et al. (1996). The overall requirements of a position, the amount of time given to a defined function, and the strain generated by a defined position are all considered to be core aspects of job-household struggle and household-job friction, even though various origins of job-household struggle have been identified (Netemeyer et al., 1996).

The workplace conflict and household type as well is an example of inter-role conflict, which refers to a struggle between the job context and the household domain. Inter-role conflict may take two modalities: task overburden and duty interruption. When a person's capacity to carry out either of their responsibilities to the best of their abilities is compromised due to the increasing demands placed on their amount of effort by their participation in two or more jobs, this is an example of task overwhelm. Interruption between roles can take place when the needs of two or more roles compete with one another such that criteria of neither position is met (Duxbury & Higgins, 1992). Greenhaus and Beutell's (1985) assertion of job-household struggle and household-job friction shows the existence of conflicting role demands.

However, no causal route of obstruction between tasks is given in their definitions. Nevertheless, the premise of the path of job disturbance is fundamental in both the job and household theory and the assessment of friction. Both concepts are intertwined with one another. The above researchers also suggest that it would be advantageous to establish ways to assess eruption of strife that represent the ways in which job obstruction occurs; specifically, interruption from job-household struggle and disruption from household-job friction. There is evidence that job disruption in the context of job-household struggle is a two-way street; more specifically, job strain may result both from household involvement with jobs (also known as FIW) and from job intrusion with household (also known as WIF) (Duxbury et al., 1994). Disruption happens if one's needs/ jobs clash to the point that the criteria of neither position are met. This may happen when there are two or more tasks involved. The disruption that occurs between work and home responsibilities gives birth to conflict; hence, any unfavourable disruption develops into a discord.

Conversely, the meaningful aspects of the path between job and household, such as the concept that job and household may both be equally valuable, have garnered some focus. Stimulation covers good aspects of balancing one's job and household responsibilities, which scholars have sought to illustrate in a more comprehensive manner (Frone, 2003; Parasuraman & Greenhaus, 2002). Sadly, such inquiry has progressed without any real vision, and it is necessary for more investigations to be undertaken on significant ideas and measurements relating the good results originating from the job and household interaction (Korabik, Lero, & Whitehead, 2008). There

are three manifestations of the friction that results when one's profession affects domestic life as well as when household requirements affect one's job. The first kind of conflict is a hinged-on time, that takes place when hours spent performing responsibilities in one aspect decreases the quantity of minutes or hours that may be spent fulfilling executive obligations in another sphere (Greenhaus & Beutell, 1985). According to Pleck, Staines, and Lang (1980), the aspects of time, which might take the shape of very long hours of operations/work and shift patterns, are seen to be hours/minutes-based friction factors that result in role overload. It is reasonable to anticipate that the degree to which a person might find themselves entangles with job-household friction will rise in proportional measure to the number of hours that the person takes engaged in each position. Household-Job struggle was observed by researchers to contain some link of 65% with job congestion, as per a meta-analytic inquiry that was carried out by Byron (2005). The amount of time operated was found to have a correlation of $r = .26$ with job-household clash, and the amount of time worked was found to have an association of $r = .26$ with work strife. Because labourers exude a bigger time in household domain, studies have discovered that females suffer more household involvement with job friction than guys do (Gutek et al., 1991). This is because less time is exerted by guys in the household jurisdiction.

Openness

Some characteristics associated with openness include adaptability, intellect, and an internal centre of control. The sub-factors that go into permeability include intellectual prowess, versatility, and where the centre of command lies (Lusser & Achua, 2013). A person's inquisitiveness, originality,

and fantasy may all be captured by the quality of receptivity to personal observation, which is also often related with the ability to recognise possibilities (Ciavarella et al., 2004). The extent to which a person is drawn to new experiences and the breadth of their interests are both indicators of receptivity. Being accessible is correlated with having a diverse collection of preferences, as well as being inventive, inventive, and responsive to artistic expression, as well as being receptive to novelty and fresh ideas (Daft, 2011). Openness to encounter is a measure of how broad - minded an individual is, and people with this trait are visionary, clever level of intelligence, responsive to private feelings, have the capacity to evaluate issues completely different, demonstrate inquisitiveness, art, understanding, self-governing, have a liking for innovation and diversity; interested in learning concealed matters and being discerning from distinct viewpoints (Cattell, Alan & Mead, 2008).

People that have a high level of this trait are inquisitive and intelligent, possess some need for information, and might try novel things as per researcher Smith in 2015. Because the characteristics linked to openness do not show up to be pertinent for human interaction, open people are less likely to take part in human interaction or connections that satisfy their physiological or sentimental necessities; as a result, the investigators did not anticipate finding relationships between managers' open mindedness and staffs' mindsets (Smith & Canger, 2004). Other traits that make up the openness dimension include receptivity to new ideas, a fondness for a variety of experiences, awareness to one's internal sentiments, and intellectual curiosity (Grehan et al., 2011). Folks willing to try novel things are often innovative, artistic, inquisitive, productive, and academically minded. They are also more likely to

be welcoming different discoveries. There is a possibility of ambiguity about the impact of this characteristic. Although adaptability and originality are two qualities that are valued in a great number of professions, they may be problematic in others, particularly those that frown upon deviance and independence as per Mueller and Plug (2006) and Heineck (2011). Muller and Schwierer (2012) notice that the trait of being open has a detrimental influence on efficiency when they are given the identical task as we are. They hypothesised that those who are imaginative, see activities as repetitious and consequently dull, are the ones who will produce the same outcome, and the researcher's expectation is that this outcome would be comparable. They might also be more apt to participate in the investigation as a unique adventure. Open-mindedness to new experiences is linked more to behaviour-based work strife. This is so because the mindset of such folks invokes dynamic habits in undertaking the job tasks to contribute to their achievement in the household role and vice versa. This is because openness to personal observation allows individuals to convey flexible tendencies used in undertaking the job task to influence their achievement in the household position (Bryant 2009). There is a possibility that openness is connected to strain-based discord. The reasoning behind this is that a person who is strongly willing to learn may not regard positions in both the job and household contexts as potential sources of strain, but rather as possibilities for fresh experience because they are intrigued in obstacles and transformation as per Priyadharshini and Wesley (2014) and Ruzungunde (2019). This is supported by the fact that folks who are highly curious about the world tend to be more emotionally resilient.

Coping Strategies

The psychological and attitudinal trials made by folks to take charge of certain exterior and/or internal needs which is judged as demanding or surpassing the asset of the individual are referred to as "coping." Trying to cope is essentially described as the intellectual and behavioural efforts made to regulate stress. (Isil, 2015). The term "coping techniques" refers to both the behavioural and mental methods that individuals use to control, lessen, tolerate, or minimise the negative effects of difficult conditions (Taylor, 1998). According to Gustems–Carnicer and Calderón (2013), coping is a significant characteristic throughout the time that is spent either restricting, lowering, or enduring mental anguish. Coping is the mental processes and behavioural responses which folks use to meet the psychological and social demands brought on by traumatic events (Folkman, 2010). Lazarus and Folkman (1984) defined the process of coping as a method of continuously modifying one's intellectual contributions and acts to take charge of precise external/internal challenges which is regarded as affecting the capabilities of folks. In other words, ability to cope is the process of adapting one's way of thinking and acting so as to take charge of situations. The term, coping methods, refers to a person's efforts, both behavioural and mental, to lessen, prevent or minimise the effects of, and remain resilient in the face of, emotionally taxing situations (Sreeramareddy et al., 2007). Commensurately, Lazarus and Folkman (1984) have described 8 complete types of coping strategies that individuals may use when confronted with stressful events. These strategies include: The aforementioned eight methods of having to cope are further subdivided into the categories of tactics that are sentiment-based,

and those that are issue-based. Emotionally centred managing ways include things like focusing on the favourable, exaggerated rationalisation, self-criticism, considering your own case, detachment, and a reduce in nervousness. Problem-focused ways to cope strategies include such as searching for state assistance and acknowledging your own issues (Lazarus, 1993). Historically, coping mechanisms are separated into two distinct categories: proactive and reactive. The transactional framework (Lazarus & Folkman, 1984) and the approach-avoidance model are the two coping theories that have received the most attention throughout the years (Roth & Cohen, 1986). The issue-based and sentiments-issued aspects of coping are highlighted by the transactional framework. The approach-avoidance paradigm classifies coping techniques into two categories: those that involve acting and those that do not. The decision that a person makes about whether they have the means for a remedy to the problem at hand is the component that has the greatest weight in both of these systems. In the approach avoidance framework, the person first deems whether they have the capacity to deal with the predicament, and then selects either the approach method, which puts an emphasis on a straightforward way to solve to the issue, or the avoidance mode. This choice is made based on the individual's preference for pursuing a direct remedy to the issue (Roth & Cohen, 1986)

Both Clark and Cooper in the year 2000 as well as Rakshase in the year 2014 divided adaptation methods into 2 primary categories: those that were active and issue-focused, and those that were feeling's-focused. An approach to coping that is proactive and problem-focused addresses the issue at hand (e.g., is, managing your time well towards issues). In this step, folks

try to change circumstances which are creating frictions. At different ends, techniques that are focused on emotions have the goal of minimising the negative impacts (for example, taking alcohol or smoking to reduce feelings of worrying or depression). It should come as no surprise that good coping methods, also known as problem-focused solutions, are seen as being more suitable ways to reducing physiological and mental strain (Rakshase, 2014).

According to the research done on the topic of job-household struggles, there are 4 primary coping methods. Folkman and Lazarus (1984) developed the first typology, in which they distinguished between 2 primary coping techniques. The first kind of coping is known as problem-solving coping, and it is a type of active coping that concentrates on exerting control in the process of resolving a contextual issue. The second strategy, which Folkman and Lazarus referred to as feeling-focused coping, is more of a passive kind of strain management that places an emphasis on how one manages to keep their feelings in check in order to maintain control over stressful circumstances. Per the findings of an inquiry conducted by Rotondo and Kincaid (2008), issue-focused coping is inefficient and contributed to increased degrees of either WIF or FIW. The employment of feeling-focused coping methods has been demonstrated to be less successful, per the findings of other inquiry, which found that none of these techniques had a substantial correlation with either FIW or WIF (Rotondo, Carlson & Kincaid, 2003). Conversely, investigations have shown that the feeling-focused coping strategy might be useful in some scenarios (Rotondo & Kincaid, 2008).

In addition, Hall (1972) established a taxonomy of coping strategies that is particularly applicable in the field of job-household struggles. He

proposed three primary methods, which he called the systemic position reinterpretation, the individual position reassertion, and the responsive position actions. These tactics also fail to convey the real complete variety of coping mechanisms that are available when attempting to find a balance between job and household obligations. Later, Behson (2002) presented a more casual method, and the research indicates that this strategy may, to some degree, encompass a broad variety of coping strategies. This informal strategy restricts itself to simply lessening the impact of household involvement with job strain, but it does not address work involvement with household strife. Because of this, a person who experiences WIF might not perceive the indirect style as being successful. Somech and Drach-Zahavy (2007) have only apparently come up with 8 defence mechanisms that are believed as more polished adaptation methods. These techniques include being fantastic at your house and workplace and setting right targets at your house and workplace." Regardless of the vast territory that is covered by this typology, it has produced a variety of outcomes consequently.

Employee Job Performance

Efficiency is a level of accomplishment attained via the completion of a specific task, and it may also be understood to relate to the job accomplishments accomplished by members of the organisation (Eliyana et al., 2019). Whereas productivity of personnel is the outcome of a worker's physical labour within a specified timeframe contrasted to other options such as objectives, benchmarks, or parameters that have been defined and decided upon, this definition does not take into account how much time a person spends on their job (Muzakki et al., 2019). It is common knowledge that the

productivity of staff is something which might affect the revenue of an establishment. The output of a staff member considers not only what the worker does but also what the person does not do, as well as the accomplishment of tasks that lead to significant outcomes (Morrison et al., 2020). Work accomplishments that have been completed by personnel are said to have reached the phase of execution, which is a level of success. According to Dar et al. (2011), a staff's success at job will be judged based on how well he or she manages assets to fulfil the obligations that have been given to them. In this way, it will be possible to determine, based on how effectively one person does their work, whether another worker does a good job (Javed et al., 2014). Utami et al. (2020) also asserts that productivity is the outcome attained by one because of completing the chores that were allocated to him on the basis of talents, expertise, benefits, and resources. The term "staff productivity" refers to an evaluation of whether a worker has undertaken out his or her duties in an appropriate manner, both in volume and worth of ends results attained in undertaking those specific duties in in line with the obligations that have been delegated to the worker. According to the opinion of Dar et al. (2011), job output is centred on how a worker makes efficient use of the assets available to them to fulfil the obligations that have been assigned to them. The term also refers to the results of one's labour (Waheed, 2011). As per Balouch and Hassan (2014), productivity of personnel denotes the state in which an entity is effective in accomplishing the function that was allocated to them.

Borman and Motowidlo (1997) established the meaning of job output in relation to duty accomplishment as the efficacy with which staff or

labourers execute their given responsibilities, which accomplishes the fulfilment of enterprise's goal while compensating establishment and person correspondingly. This is the competence with which job inhabitants do their allocated tasks. Werner (1994) connected the idea of work optimization to the agency's operational recompense to unify previous conceptions of job efficiency. According to him, this association proves that the proven mastery and behaviour that directly or indirectly affects the immediate manufacturing of services or products or any kind of operations that offers unplanned assistance to firm's central unit operations," which he defines as "the proven expertise and behaviour that affects the straightforward output of products or services.

The term "adaptive productivity" refers to an attempt to adjust to changing conditions on the task while continuing to deliver the essential assistance required by the job profile (Hesketh, & Neal, 1999). In past inquiry, it was observed that after individuals obtain a given degree of usefulness in their given responsibilities, they strive to adjust their conduct and mindset to the various needs of their areas of work. This was found to be the case regardless of the kind of job the employees had per Pulakos et al. (2000) and Huang et al. (2014). For workers to demonstrate effective adaptive productivity, they need to be able to cope competently with unpredictable working conditions (Baard, Rench, & Kozlowski, 2014). To sustain the growth of several task openings that have emerged because of scientific progress, staff members are prepared to engage in new kinds of training and are becoming more adaptable to market fluctuations in an active way. This is done to stay abreast of the expansion of the labor market (Hollenbeck, LePine,

& Ilgen, 1996; Griffin, Parker, & Mason, 2010). In such changed situations, it is expected of the employees that they would adjust their interactional behavior to successfully cooperate with a varied array of subordinates and peers. This is the case since the conditions have been transformed. According to Griffin, Neal, and Parker (2007), having work competence may aid with achievement goals; nonetheless, having adaptability and being active in one's professional position are essential to deal with unpredictability in corporate settings. The topic was approached from the standpoint of productive results for establishments.

In an effort to create a more attractive corporate culture, endeavors have been devoted to ascertaining the significance of other aspects of economic output in along with the significance of the mission itself and functionality. This is in besides the fact that the essence of the assignment itself has been a focus of previous research (Austin & Villanova, 1992; Viswesvaran & Ones, 2000). Occupational psychologists have coined the terms "organizational citizenship behavior" (OCB) and "contextual output" to refer to some aspects that are not directly related to a work. These terms relate to the acts that workers do voluntarily (Bateman & Organ, 1983) that benefit their business owners existentially. Folks in a professional setting may demonstrate a sort of prosocial conduct known as situational competence via their actions. Therefore, according to the research, a staff member 's productivity may be understood as the conduct shown while performing a job, the end or ending of an assignment, or an outcome of a job at hand.

Hypotheses Development

This aspect talks about an overview of related investigations based on completed inquiries conducted on struggles related to job-household and work job output. It further examines the role played by openness on the associations which exist between the friction of job and household and attainment of staff in firms.

Knowledge level of staff on conflicts within work and family

Job and household friction was studied by Gamor, Amisah, and Boakye (2014) among workers in the hotel business in Sekondi-Takoradi, Ghana. The information was gathered with the aid of a well-prepared poll that was circulated to all the staff members by means of the easy sample selection strategy. To arrive at an estimate of the study's results, the Chi-square and factor analysis statistical methods were used. Over two-thirds of those who were polled stated that they had encountered work-family conflict (WFC), with ladies being the most influenced group. The respondents' experiences with Job and household friction were more common than their experiences with Job and household friction. It was determined that there are 4 main variables that lead to WFC among hotel workers. These factors are spousal assistance, job involvement and adjustability, and type of employment. It was discovered that WFC exuded some bad effect on individuals, hotels, and relatives of those who responded to the survey. When interacting with WFC, the staff members of the hotel were seen to take a reactive view. In the sense that they are making efforts to enhance the effectiveness of the positions that they play by responding to the effects that WFC has had on the world.

In Ghana's hospitality industry, Gamor, Amissah, Amissah, and Nartey (2018) investigated into job-household discord in the country. As a result, the study provided a resume of the hotel staff, and it identified the factors that contribute to job-household strain and investigated the degree to which these factors are relevant. To get responses from workers at the hotel, an experiment with a sample size of 177 was carried out. According to the findings, the majority of those involved in the business are young people under the age of 35 who have a high level of education. In addition to this, it is stated that employees work virtually every day of the week, and most of the positions are countercyclical. Exploratory factor analysis also revealed that there are 5 variables that determine the incidence of job-household strain. These aspects included form of work, the start and end dates, the assistance of the spouse, and the requirements of the household. In contrast, the most accurate indicators of work-family conflict are the type of employment and assistance provided by the spouse.

Per an investigation from Asiedu, Annor, Amponsah-Twiah, and Dartey-Baah (2018), job and family expectations were factors that contributed to job-household strain. Additionally, the link between difficulties balancing job and household life and feelings of exhaustion among Ghanaian registered nurses was analysed. With the use of convenience sampling, a survey with a cross-sectional design was carried out with 134 registered nurses who were drawn from five different public hospitals in Accra. In line with the direction of carrying out this survey, a well-organized questionnaire was applied, and the responses received were assessed with regression and correlation analysis. As per evidence of the survey, longer work hours and weekend timelines were

linked with larger thresholds of pressure between the workplace and the household, whereas total of older dependents with them at their residence was significantly linked with family-to-work dispute. Both relationships were found to be reported to be linked with elevated amounts of job-to-household dispute. There was reported to be a link between exhaustion and friction between the household and the workplace, but there was not found to be a substantial association between exhaustion and friction between the workplace and the household.

Kissi-Abrokwah, Andoh-Robertson, Tutu-Danquah, and Agbesi (2015) explored the nature of job-household conflict among lady bank staff in Accra, Ghana. Their participants were in Ghana. A well-organized survey was sent to 300 lady bankers as part of a strategy called triangulation mixed design, and 15 lady bankers were interviewed as part of a selection process called convenient sampling. As a result, the research project was carried out with the assistance of qualitative and quantitative survey approaches. To conduct a quantitative analysis of the data, statistical indicators such as averages and standard variations were used. Conversely, the interview data was studied thematically to provide explanations for the problems. In accordance with the results of the survey, lady bank staff who have disagreements with their bosses or with their families are prone towards repercussions/consequences, e.g., strain, poor health, layoff, mental exhaustion, and postponement. The research also focused on how lady bank staff responded to the implications of having a struggle between their job and home responsibilities. It is important for organisations to construct pre-schools near employers so that nursing moms may send their kids there, as well as a

family support system, frequent medical checkups, and antenatal leave. Nonetheless, the proximity of pre-schools seems to rather complicate the issue of WFC. Management has often seen the presence of wards at the workplace after school as nuisance and contribute to inefficient job performance. Hence, this study further investigates this extraneous factor in the conflict and how senior staff of the university try to resolve the same.

Effects of work-family conflict on employee job performance

Warokka and Febrilia (2015) used a sample size of 334 women who had dual responsibilities in their investigation of the association between Job-household friction and productivity of staff members in four Indonesian financial institutions. According to the data, there is a strong and detrimental connection between worker output and problems that emanate from one's job and household. Apodiari and Lasisi (2016) did an inquiry to investigate the impact that frictions between job and household have on business success. The participants were female bank employees working in Nigeria. The research was descriptive in nature, and the quantitative methodology was used to collect data. It covered 920 bank workers from a selection of institutions. Per the outcome, job-household task friction is connected to poor productivity at the organisation.

Dwijayanti and Riana (2018) investigated the impact that having a struggle between household and job had on the employee productivity of 46 government officials located in Indonesia. In this quantitative research, the hypotheses were examined via the use of summary and predictive analysis together with PLS. Per their research, frictions between job and household have a considerable and detrimental impact on staff output. In addition, Sultan

and Akhtar (2019) carried out a quantitative investigation of the link between job and household frictions and professional effectiveness in the workplace. Analyses of frequency, summary and predictive analysis were performed on the quantitative data obtained from one hundred banking personnel. It was revealed that conflicts between work and home life had a considerable detrimental influence on the productivity of employees.

Researchers Li, Bagger, and Cropanzano (2017) concluded that staff mindsets and views of job–household friction differed depending on the gender of the wage earner and the kind of the struggle they experienced. There was discovered to be an inverse relationship between the employees' impression of friction and their ratings on the job effectiveness questionnaire. Labourers' amounts of family–work struggle thresholds impacted their task achievement in a pessimistic way, and organisational dedication influenced quality of job favourably, according to the findings of an analysis conducted by elik and Turunc (2009) on the consequences of job–household discord, task pressure, and organisational dedication on labourers' achievement at job role. In addition, Karatepe and Bekteshi (2008) concluded that employees who stay longer than usual at task, or who have the wish or responsibility to invest more moments with loved ones, may experience dispute between their household and job obligations. This dispute, in turn, reduces employees' standard of achievement and has a detrimental impact on their overall levels of life contentment.

Panatika, Badri, Rajaba, Shah, & Rehman, (2011) conducted an inquiry concerning household-job struggles and their possible implications on the mental health of School Teachers. It is a Malaysian study done with the

sample size of 100 comprising both genders. They also overviewed both the household-job struggles and job-household struggles separately. They used multiple techniques of quantitative analysis for their sample (using SPSS). They interlinked the demographic information they obtained from their respondents and displayed their results accordingly. Their results show the conflict that arises from work impacting the family (WFC) the most dominant type of conflict as compared to frictions which emanate from households and influences work (FWC). The results showed that the un-married teachers were given more work to take home as compared to the married counterparts so, they reported more conflict trend in job-household strain sphere. The demographic variable of gender shows that both genders face equal job-household struggle. Their investigation outcome proved the job-household struggle having negative consequence on quality of mental capacity of teachers.

Rich and Cinamon (2005) did the quantitative study on job-household and household-job struggle of Israeli Teachers. These teachers worked in schools at different levels. This research examined the two-directional conflict these teachers face job-household friction as well as household-job friction. The respondents have diverse household and job experiences and identities. And they belonged to different profiles of contributing importance to job, household or both like one of the previously reviewed inquiries. This study concluded that the no. of years the teachers have worked has an association to the notion of both job-household and household-job struggles. On the other hand, the teaching level of the respondents (elementary, junior high and high) was also linked with the reported job-household and household-job struggles.

The high schools' teachers reported maximum level of WFC, whereas the least experienced group showed high FWC. This study also states that the exclusive role of being a "Teacher" cannot only describe the conflict they face. The individual experiences, diverse backgrounds and over the period their relative attribution to work or family roles also contribute to the WFC and FWC.

DiRenzo, Greenhaus, and Weer (2011) did an investigation to find out whether WFC and FWC were related with the degree of job at which the person was employed. They considered the two levels of employment high level and low level. The high level mostly consists of the salaried workers and those working in top managerial positions. The lower level employed earned marginally less as compared to the high-level employees. Considering the job demands, working hours, the autonomy in family interface and the autonomy in family interface, and hours spend in the family interface too in accordance with the level of employment we get the nature of the conflict for both levels. The results showed that the employees working at high level had reportedly high level of WFC and FWC. The working hours were also a main factor. It is also observed that that FWC in that case was not due to the problems originating from family interface it was also due to problems which had roots in work-interface. The factors as such organizational support, family-supporting environment and autonomy at job significantly affects employees at high level.

Ahmad and Masood (2011) did an investigation on the prospects of Job-household frictions and tried to find out its possible linkages between the job-turnover intention and the contentment of one's profession. Curiously, the

inquiry was done on Female University Teachers in Pakistan. The researchers highlighted that there is absolute need of these kinds of researches to understand the kind, precedents and aftermaths of job-household struggle. So, that the measures could be taken in order to get through this predicament and to improve the quality of education provision by keeping university teachers satisfied at their job. Results showed that work satisfaction as relating to variables are negatively linked with job-household friction of Female University teachers i.e., the more the teachers have work-family conflict the lesser would be the contentment of one's profession, which will thus, decrease the job attrition rate and affect the productivity of female employees (teachers) and vice versa.

Ahmad, Fakhar and Ahmed (2011) in their research aimed to find out the job-household struggles married lady workers face from banks in Pakistan. The investigation was quantitative, and the sample was collected from 25 banks from two cities. The investigation sought to get to know whether job-household struggle faced by the lady banking employees and its relationship with the women earning potential, financial needs, household responsibilities and work-place environment. The results show that having a flexible routine and a supportive supervisor from workplace environment exhibited a connection with the job-household strain and its indicators (demands at work, time related conflict, work overburden, psychological implications of juggling between both duties of job and household and their rigid working schedule. A non-supportive superior has a tendency of increasing work-family conflict. Peer relations with co-workers can be a cause of reducing the work demands. But they refuse to be any useful in case of conflict regarding time imbalance,

work burden and work-conflict's psychological implications. The variables of financial needs have been shown to be increasing job-household friction. The more affluent the respondent's husband the less likely they are to face work demands, time related strain and they are not apt to face psychological implications. The outcome again illustrated that when a job becomes extra demanding, respondents are less seen to fulfil their mundane household responsibilities. The responsibilities from family domain and the husband's attitudes considering the work of wife are more likely to be a cause of time related conflict and likelihood of mental distress. It is proposed here, because of what has been discussed previously, that:

H₁: Conflict between employees' personal and professional lives will have influence on their job performance.

H₂: When employees let their personal lives interfere with their job, it will have influence on their job productivity.

H₃: Having conflicts between job and household will have negative influence employee job performance.

A recent inquiry conducted by Akoensi and Annor (2021) examined work autonomy moderating duty on the link between WFC and contentment of job and organisational dedication, and job stress's mediating duty on that relationship. The research was carried out throughout 31 different prisons in Ghana with the participation of 1062 different correctional staff. PLS and SEM were used for the estimation process. Per the conclusions of the investigation, WFC was shown to have a negative relationship with both work contentment and organisational devotion. The impact that WFC had on work contentment and agency devotion was substantially mediated by the amount of

strain that workers experienced on the task. Subjects who had a greater level of job autonomy experienced a smaller negative impact from WFC on their overall job satisfaction and organisational commitment than those prison officers who had a lower level of job autonomy. These derivations point to the necessity for correctional organisations to adopt policies that are family-friendly and creates a comfortable position for officers to meet responsibilities at jobs and their households.

The association between job-household friction and output of staff was investigated by Morrison, Mensah, Kpakpo, and Asante (2020). The investigation included both a cross-sectional and quantitative research component, and it collected its 100 responses with the assistance of stratified random sampling and data sources originating from both personal and external sources. Per the research, several different factors, such as demands from the house, extended duty time, and a significant amount of work, can contribute to job-household friction. The financial institution decided to employ tactics such as a fluid labor plan, help from bosses, a pleasant working climate, and the introduction of family-friendly regulations such as childcare facilities in order to decrease the frequency of friction that might arise between job and household life. It has been shown that conflicts between job and household have a strong detrimental correlation with task output. This suggests that greater degrees of job-household friction in staff lead to worse job output.

It was very interesting to read about Sultan and Hayat's (2019) empirical investigation on household-job friction and output of staff. The investigation was carried out in Pakistan. As a component of this inquiry, further research was conducted to evaluate the moderating impact that

leader aid plays in the banking industry. The outcomes of the analysis suggest that difficulties in balancing work and family responsibilities in the banking business have a substantial detrimental effect on both production and devotion. Moreover, there was a pessimistic correlation between the job-household strain and technical quality, which has a detrimental influence on the project outcome of the company. This is a problem since the confrontation between job and household may negatively affect achievement. In addition, it was shown that the adverse impacts of WFC on productivity might be reduced to a degree that can be tolerated with the support of bosses and other types of top leaders.

The authors of the 2017 study, AlAzzam, AbuAlRub, and Nazzal, studied the connection between WFC and employee performance. For the sake of the investigation, a complete questionnaire was sent to 333 Jordanian nurses who were chosen using the convenience sample approach. These nurses represented a cross-section of the country's nursing workforce. The quantitative analysis approach was used throughout this investigation so that it might be successful in meeting its objectives, and descriptive and correlational research designs were chosen as the appropriate research designs. Per the outcome, nurses were subjected to both job and household friction subtypes; however, the data proved that the job-to-household conflict was much more common than the household-to-job conflict. It was shown that age had a negative correlation with both job and household friction subtypes, whereas total kids staff possess had a meaningful link with household-job friction subtypes. Being a woman and having access to on-site childcare facilities at work were two factors that decreased the risk of a person experiencing a

conflict between their job and household responsibilities. In conclusion, a substantial but adverse association was shown to exist between household-job conflict and happiness of one's profession. These derivations provided support for the inquiry's hypothesis.

Karakas and Sahin (2017) investigated the connection between WFC and the levels of output of staff seen in hotels located in western regions of the Black Sea. Respondents were given a well-structured questionnaire, which was then analysed using frequency analysis, correlation, one-way analysis of variance, and regression, among other statistical methods. As a result, a quantitative approach was used, and a combination of descriptive and explanatory research methodologies were utilised for the investigation. It was discovered that WFC had a considerable detrimental effect on output.

Goudarzi (2017) conducted an inquiry to get to know how staff happiness and output are affected by job-household friction as well as household-job friction. The investigation focused on Iran's state drilling corporations and was carried out there. The size of the sample was determined statistically, and 361 people were chosen to participate in the study by having their responses collected through a comprehensive questionnaire. It was discovered, via the use of a method called multiple regression, that WFC and FWC had a negative effect on both job output and contentment on the profession.

Karakaş and Tezcan (2019) conducted an inquiry to look at the connection between labourers or staff in the hotel company in the Eastern Black Sea region's exposure to strain from one's profession, job-household conflict, and total achievement. The investigation was conducted using an

explanatory research design and a quantitative research technique. Multiple regression was used to do the analysis on the data. It was determined that a conflict between job and household life has a negative and considerable influence on both performance and workplace stress. In addition, the function that job stress plays in the link between struggles of job-household and output is that of a complete mediator.

On the contrary, an investigation that studied how job-household friction and household-job friction on output got inconsistent outcomes depending on the workers' and line managers' views of the situation. The investigation was conducted by Li, Bagger, and Cropanzano (2017). Negative associations were found between supervisors' views of staff members job-household struggles and staffs' judgments of their own job output, but staffs' opinions of their bosses' job-household struggle had no impact on their output.

Openness, work-family conflict, and employee performance

Priyadharshini and Wesley (2014) published a scientific paper that found folks who are exceptionally curious about the world are better able to adapt, find easily practicing novel ways, and, as a result do not feel threatened by situations. The investigation was published in a global Journal. These kinds of people are the ones who have the best chance of succeeding in the mining business because they can cope with the demanding, hectic, and high-pressure situations that are typical of the mining industry. In addition, those who have this condition have lower levels of WFC, which is the reason why there is an unfavorable association between openness and WFC.

The outcome of this study is supported by those of previous research from Bryant (2009) and Gozukara and Simsek (2016), who found that being

open to circumstances was more closely associated with attitudinal friction than with other types of WFC. People who are very receptive to new things often have a liberal mindset, and this enables them to shift habits across the household and job requirements to boost their output in each capacity. Folks who are strongly open to new perspectives tend to be more curious. Consequently, individuals who are highly willing to learn may have lower thresholds of behavior form of frictions, whereas folks who have little zeal to learn possess much behavior-based friction as end results of possessing little capacity to transfer behavioural patterns among positions around job and within the home setting.

In their investigation, Gozukara and Simsek (2016) recorded that there was a negative correlation between being open to new experiences and engaging in conflict that was based on behaviour. Individuals working in the mining industry who are willing to explore new things and look for the positive in other aspects of their work may find it easier to do so if they are open to new experiences. This is because they will not be so focused on the dangerous and stressful nature of their organisation. It is proposed here, because of what has been discussed previously, that:

H4: Openness will moderate between job-household struggles and output of the workforce.

H5: Openness will moderate the connection or link between household interfering with job and output of the workforce.

H6: Openness will moderate the connection or link between work interfering with household and output of the workforce.

Conceptual Framework

It is common knowledge that a conceptual framework will produce snapshots that emphasise patterns of ideas as well as the links or connections among the important elements of an investigation. In the context of this investigation, the phrase "conceptual framework" refers to a collection of important ideas and principles drawn from two or more areas of investigation with the goal of offering some explanation(s) to a subject that is of relevance to the researchers (Fisher, 2007). The issue that is being investigated is called frictions between household and job, and it is being explored in conjunction with staff productivity and openness as a moderating factor.

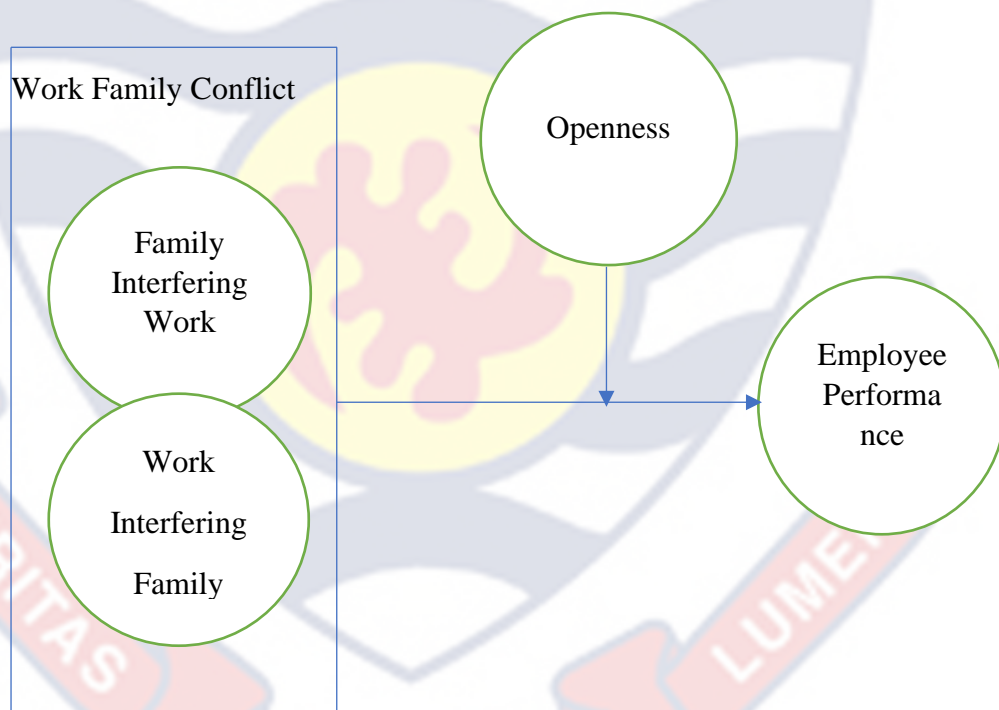


Figure 1: Conceptual Framework

Source: Researcher's Construct (2021)

This investigation centres on three elements: work-family conflict (WFC: WIF/FIW), employee performance (EP) and openness as per the framework in Figure 1. The current investigation seeks to explore substantial repercussions of WFC on output of staff. Hence, the inquiry investigates the meaningful

connections among WIF/FIW, EP, openness and the techniques in adaptation adopted by respondents to handle frictions or struggles from job and household frictions. Therefore, it is thought that a subject's character feature, namely openness, would mitigate the link between job-household friction and production of labour.

Chapter Summary

This aspect of the work reviewed literature on associations or link between WFC and output of labourers or staff. Accordingly, theoretical, conceptual, and empirical reviews were performed. In addition, the conceptual framework being guided by the objectives of the study was provided to give a pictorial view concerning the intent of the inquiry. The investigation also highlighted discussions in related literature on association between WFC and output of staff, with studies conducted both in Ghana and elsewhere. However, studies that provide an extensive discussion on the role played by openness on the association between WFC and output of staff is limited despite its importance. It is evident from the foregoing literature that at both the local and global level, pertinent aspects of the WFC and job performance have not been much looked into. One of these is the openness. How openness affects job-household struggles and staff output was not considered in these investigations. Furthermore, research works in the form empirical studies have almost left out educational institutions. Given that tertiary educational institutions are places of the highest academic demand of faculty, the proper functioning of all non-academic offices is important. Thus, it is critical that senior staff are able to manage the WFC in order to be optimal in the

performance of their roles. Hence, this study focuses on the senior staff of UCC.



CHAPTER THREE

RESEARCH METHODS

Introduction

Here, the aspect of the inquiry which presents the methodology is shown. It discusses design for the investigation, research organisation, inquiry's populace, size of selection participants and sampling technique adopted. In addition, the section discusses the instruments used to obtain information and the validation and reliability of the tool used, data collecting procedures, data analysis technique, limitation of the study and ethical consideration.

Research Design

As per Creswell (2009), the structure of the investigation encompasses all the strategies and processes that are necessary to carry out the research. One way to think of the survey design is as a map or blueprint that lays out the steps for how the investigation will be carried out. It is a comprehensive strategy that describes how the questions posed in the investigation are going to be answered. For the sake of this inquiry, the explanatory inquiry style was used. The emphasis of explanatory research is on cause-and-effect linkages, since this kind of investigation often attempts to define the chain of causation that links the various variables (Yin, 2014). As per Maxwell and Mittapalli (2008), explanatory research suggests that the study in issue is designed to explain the phenomena researched rather than just describe them. They went on to say that historically, explanation research is quantitative in nature, and it often verifies previous hypotheses by quantifying the association between different factors. The principal target of this investigation was to explore the

link between job-household problems, personnel service delivery, and openness among those individuals who were drawn from the survey sample.

As per Creswell (2014), the quantitative approach seeks to explain phenomena by the accumulation of numerical data. This method is concerned with the explanation of phenomena and the analysis of those data using procedures that are mathematically oriented. The quantitative research technique was chosen for the investigation because it was appropriate for the kind of investigation that was being conducted, thus data collected was numerical. Also, hypotheses were formulated and tested.

Study Area

UCC is one of Ghana's top governmental educational institutions, instituted at Cape Coast in the nation Ghana. It was established to give students with high-quality tertiary education to meet the nation's teaching manpower demands. To boost the nation's educational and leadership sectors, UCC has added the training of educational planners, administrators, and agriculturalists to its functions. Aside from the schools and faculties, UCC boasts of an excellent library, a computer center, a hospital, and other non-academic operational divisions that provide support services to help academic personnel accomplish their tasks. The Chancellor and the Vice Chancellor, who is also the University's CEO, are at the top of the management ladder. The Registrar essentially acts as the Human Resource Director. The Deputy Registrars and Deans in diverse disciplines manned both academic and non-academic directorates. UCC was chosen as a study area because I reports from the human resource directorate indicate that staff have issues with managing wok duties and family responsibilities.

Population of the Study

Population means a group of components that have the knowledge that is required by the investigator to establish inferences (Malhotra & Dash, 2011). Per Saunders et al. (2012), population means an entire number of cases or group members from which to choose. Therefore, the population is the larger pool where samples are drawn, and results generally found. The population consisted of nine hundred and fifty (950) senior staff of the UCC made up of the five Colleges in UCC, namely, COHAS, COES, CODE, CANS, and the COHLS. Also, staff from Central Administration from these sections namely: The Directorates of Finance, Internal Audit, Physical Development and Estate Management and the Directorate of Human Resource would be included.

The population would include both males and females' staff who are of senior staff category. The rationale for the choice of the senior staff is because these categories of staff serve as middle-level management between the senior members and junior staff. They play key roles in implementing key decisions and policies often made by the appropriate university committee or individuals given the power to do so. They are also expected to perform a supervisory role by supervising the junior staff. The senior staff are the key staff who do most of the administrative works and as such, it is important to study conflict within work and family on their performance. The study would however not be excluded from senior staff of the teaching category. Thus, only administrative senior staff were part of the investigation.

Sample Size

The total of elements to be included in the research is referred to as the sample (Saunders et al., 2012). The size of an inquiry's sample is a collection of population items from which a smaller number of elements are chosen for a research project (McDaniel & Gates, 2012). For establishing the size of research sample for the inquiry, a mathematical method was used. Yamane's method was used to compute the inquiry's sample size (Yamane, 1967).

$$n = \frac{N}{1 + N\alpha^2}$$

Where n = sample size

N = Total population

α = Margin error or significance level

With a margin of error or significance level of 5%, our sample size can be determined as:

$$\frac{950}{1 + 950 (0.05)^2} = 281$$

A total number of 281 employees were sampled out of the population to serves respondents in gathering data for the study.

Sampling Procedure

The approach that is followed to choose a sample from a certain population is what Saunders and Rojon (2014) refer to as the sampling method. Per Buame (2010), there are primarily two methods for sampling, which may be split into 2 classifications: random and non-random sampling. When elements or sample units are chosen at random, this kind of sampling is known as random or probability. There is probability of choice for each individual component (Blumberg et al., 2011). Nonetheless, not all items have

an equal likelihood of being picked. The sampling technique adopted for this study is simple random. This technique is necessary when the sample is homogeneous (Saunders & Lewis, 2017). In this study, all senior staff within University of Cape Coast are deemed to face the same dimensions of work-family conflict and hence not groupings or categorisations are necessary for them.

Sources of Data

Primary data may be defined as a firsthand narrative of observations and discoveries, as stated by Boateng (2014). For the purposes of a scientific inquiry, the term "primary data" refers to the information that is gathered by the researcher themselves directly from the relevant sources. The investigation of original data is what Cooper and Schlinder (2011) mean when they refer to secondary data. The goal of the research called for the utilisation of primary information. The survey approach was adopted for the primary data. For collecting basic information from the participants, a questionnaire was employed.

Data Collection Instrument

Basic data may be collected by a variety of techniques, including monitoring, surveys, and interviews. These are just few of the various ways that information can be gathered (Saunders et al., 2012). According to Burns and Burns (2008), the gathering of data necessitates the use of structured questionnaires. These surveys often mix a major emphasis on closed ended questions with predefined replies. To gather information for the goal of conducting this inquiry, the survey was the major instrument that was employed. During this inquiry, the WFC scales developed by Netemeyer,

Boles, and McMurrrian (1996) tool were used and ultimately accepted. Both the WFC and WFC scales were established by Netemeyer and colleagues in 1996. The fact that the findings of the research may be extrapolated to a wider population is one of the advantages of the WFC that was chosen. The creation and validation of quick, self-report assessments of WFC instead of operationalizations, which might vary from research to investigation, is a benefit that comes about because of this (Netemeyer et al., 1996). The WFC scales developed by Netemeyer and colleagues (1996) include items that span several problem areas. A scale that was designed by Pradhan and Jena (2017) was used in the process of assessing employee productivity (EP). This measure consists of a short sentence followed by a Likert scale with five points. Using items that were taken from the International Personality Item Pool, we can determine a person's degree of openness to new experiences (Goldberg, 1992). Respondents were given a Likert scale with five points and asked to rate the magnitude to which specific claims mirrored their behaviour. This research included a variety of questions within each scale that were tailored to the kind of work performed by senior staff members at UCC. The questionnaire includes questions categorised into five primary areas. The first portion of the questionnaire comprised of items that determined the participants' demographic details. The second component consisted of statements which measured work family conflicts. Section III consisted statements which measured employee performance and Section IV consisted statements which measured openness. Section V consisted of statements which measured coping strategies. The responses are on 5-point Likert scale where

“(5-Strongly Agree, 4-Agree, 3-Unsure, 2- Disagree and 1- Strongly Disagree)”.

Pilot Testing of Instruments

According to Pallant, conducting tool validation tests in a pilot study prior to conducting a main survey is necessary for the below justifications: (2016). To begin, they make certain that the objects on the scale, as well as the questions and instructions, are of a high standard. In addition to this, they provide prospective responders with assistance in grasping the questions and answering appropriately. The questionnaire underwent some preliminary testing. To measure different coping mechanisms, the investigator devised an interview guide for themselves. Each item in the interview guide asks one of two primary questions (see Appendix B). The Exploratory Factor Analysis, often known as EFA, was utilized to investigate the reliability of the components and measurements, as well as to evaluate and contrast their initial levels of dependability. The analysis results obtained will be used to effect any changes necessary before they are used for the main inquiry. Pilot trial of the tools was done in the University of Education (UEW) on 25 selected staff since the staff there have similar characteristics as that of the UCC. This size for the inquiry’s sample was chosen because it meets Saunders et al. (2016)'s minimal requirement of 10 for student pilot studies. The findings of the pre-testing proved that the people who took part of the inquiry really comprehended the instructions and scale items on the questionnaire.

Data Collection Procedures

The gathering of information would get underway with a request for an introduction letter sent to the UCCs College of Graduate Studies. In order for

the researcher to be allowed to complete the investigation, the investigator would have to deliver the introduction letter to the Registrar at UCC. Following receipt of authorization from the Registrar, an introduction letter would be sent out to the Colleges, Faculties, Departments, Directorate, and Sections so as to enable the researcher to link up with the respondents and gather data from them. The researcher introduced herself to the respondents after which the instrument was given to the participant to respond to it. The one in charge of this inquiry with all assistants of this project distributed the questionnaires to the respondents. The researcher would allow adequate time for respondents to comprehend the organized surveys.

Validity and Reliability of Data

Per Collis and Hussey (2013), validity of data is the degree of exactness a scale measures in comparison to what it is projected to measure. Prior testing was carried out to determine whether the goods and tools that were used in the research were suitable for usage. The tools underwent preliminary testing with ten (10) different responders. The factor loadings were used in the research project so that the validity of the measuring equipment could be determined. In addition, the validity of the measuring device was determined by examining both its discriminant and confirmatory factor analysis (Hair et al., 2014). The CFA and the average variance extracted (AVE) measurements were used to examine convergent validity of the latent components. Per Hair et al. (2011), CFA seeks to establish whether factor loadings of the observed data are consistent with the proof found in the relevant body of research. It is generally agreed that loadings of 0.50 or above constitute a strong indicator of validity (Hair et al., 2011).

Reliability means a test, method or tool provides consistent results in several settings and when used by several investigators (Wellington, 2000). Reliability was assessed with Cronbach's Alpha to obtain the inner consistency of coefficients. According to Ryu and Smith-Jackson (2006), Cronbach's Alpha may be seen as a statistical approach applied in questionnaires to measure reliability. Hair et al., (2010) suggested that instruments used in simple study have reliability value of about 0.70 or better in order to be satisfactory to show internal consistency. Regarding exploratory inquiry, Malhotra (2006) said that Cronbach Alpha might be reduced to 0.60 if necessary. Results of the reliability and validity of the instrument are shown in Table 2.

Data Analysis

According to Creswell (2009), data analysis involves conducting various analyses and interpreting the greater significance of data. The data from questionnaires were processed and analysed utilising the (SPSS) version 20. The study of the information consisted of a descriptive statistics section, an analysis of variance section, and a regression analysis section. It was decided to generate summary analysis on each of the demographic factors and show the results using frequency distributions and percentage breakdowns. To accomplish the task of carrying out the investigation of the goals of the study, the method of Partial Least Square-Structural Equation Modelling was used (PLS-SEM). After adhering to the necessary assessment criteria of the assessment and structural models of the PLS-SEM, the findings were given as well as addressed after this operation was finished. After this, the procedure was done.

The assessment of the measurement model in PLS-SEM is founded on the assumption that the model meets the standard specific criteria, such as factor loadings, construct reliability and validity, convergent validity, and discriminant validity. This is because the assessment is predicated on the premise that the model is assumed to satisfy these criteria. This analysis is carried out with these presumptions serving as the foundation. The factor loadings, which are also known as indicator or item loadings, are used to quantify the extent to which the metrics of a framework can evaluate the structures that are the focus of the investigation being conducted by a specific piece of literature. Other names for factor loadings include indicator or item loadings. According to Henseler, Ringle, and Sinkovics (2009), markers of a construct are capable of accurately evaluating that construct when the loadings of every element are more than or equal to 0.70. This indicates that factors whose loads are less than the 0.70 level be deleted. According to Hair, Hult, Ringle, and Sarstedt (2014), indicator loadings lower than 0.70 may be kept if adding those variables would not give rise to excess rise in the overarching reliability got.

Ethical Consideration

The investigator made a formal request for permission to conduct the inquiry to the UCC Directorate of Human Resource. A further document, introductory one, was acquired from the CODE at UCC. Prior to the completion of the questionnaire, intent of the inquiry was adequately laid down to all partakers, and agreement from respondents was sought. The investigator made it clear to the people who participated in the investigation that they were under no obligation to continue with the research and might

withdraw at any time. Participants were given the complete guarantee that the research was for academic reasons and that their replies would be handled with the highest secrecy. In addition, participants were notified that the investigation would not be published.

In the beginning of the chapter, the inquiry's methodology and the subjects of the study were talked about. The faculty and employees of UCC served as the subjects of this investigation. After assuring senior staff members at UCC of their right to anonymity and secrecy, the questionnaire was given to those individuals to be self-administered. In addition to that, taking part in the inquiry was entirely optional. Prior to the beginning of the information gaining process, permission was obtained from the Directorate of Human Resource. SPSS and PLS-SEM were adopted as obtained data analysis tools. The section or aspect also includes a discussion on ethical practise, which includes a statement that respondents' agreement would be obtained and that they will be ensured of confidentiality.

Chapter Summary

This chapter focused on the research design, population, sampling procedure, sample, data collection instrument, procedure the statistical tools for the analyses of the research questions and hypotheses. It also highlighted the justifications for the use of the design, population, area of study and type of analyses done.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter, on the other hand, is going to concentrate on the data that were gathered and evaluated in line with the survey questions and goals. This section or portion starts with a study of the participants' background data, and it is then followed by an analysis of the replies to answer questions posed in the investigation. This section contains data pertaining to the results about the investigation aims and hypotheses that were pursued. Specifically, the section centres on the following: To show the derivations of the investigation, summary analysis, as well as multiple regression and PLS SEM, were used in the analysis of the replies provided by the participants.

Background Information of Respondents

Characteristics of subjects who participated in this inquiry are detailed below. The senior administrative staff members served as participants for the investigation, and the demographic characteristics section provides data on those individuals. The input that was gathered from the people whose responses were analysed includes the gender, age range, degree of education, and length of time spent working for the organisation. Table 4.1 shows the results of the demographic characteristics.

Table 1: Demographic Characteristics of respondents

		Frequency	Percent
Gender	Male	157	53.8
	Female	135	46.2
Age	18-30	107	36.6
	31-40	138	47.3
	41-50	33	11.3
	51-60	14	4.8
	Total	292	100
Level of Education	Post Graduate	52	14.9
	Tertiary	270	77.6
Length of Service	Less than 1year	56	19.2
	2-5years	84	28.8
	6-10years	59	20.2
	Over 10years	93	31.8
Total		292	100

Source: Field Data, 2022

According to table 4.1, the bulk of the respondents were men, making up 53.8 percent of the total, while females made up 46.2 percent. This suggests that a greater number of men than girls have been hired inside the top staff positions. Ages of the participation indicated that the many subjects (138) are thirty-one to forty years, which accounts for approximately (43.7%) whereas the least number of the respondents were aged 51-60 years representing 4.8%. This implies a higher percentage of young employees are among the senior staff in the university community. With regards to the level of education 270 respondents representing (77.6%) had tertiary education, while 52 respondents representing (14.9%) had post graduate tertiary education. This implies that a bulk of the workers at the study locale had tertiary education. When we talk about the years one has worked in the institution, 93 respondents representing (31.8%) have worked for over 10

years, 84 respondents representing (28.8%) were also observed to have operated within 2 to 5 years. This is preceded by those within 6 to 10 years were 59 respondents representing (20.2%). Concluding, the people who have laboured for a year or less were 56 respondents representing (19.2%). This implies that most folks had laboured for more than 10 years with UCC.

Reliability and Validity

All the factors were put through a reliability and validity test, the results of which are provided below. The findings of the research are shown in Table 4.2. These results concern the performance of the indicators that were used to measure the different investigation components. The loadings on each construct were above the minimum necessary for reaching the desired level of reliability and validity for the measure.

Table 2: Reliability and Validity

Construct	CA	rho A	CR	AVE
Work-Family Conflict	0.934	0.727	0.790	0.658
Employee Performance	0.817	0.815	0.896	0.811
Openness to Experience	0.789	0.798	0.802	0.754
Coping Strategies	0.785	0.744	0.854	0.662

Source: Field Data, (2022)

**Loadings between 0.4 and 0.7 are acceptable, however loadings more than 0.7 are considered excessive. CA more than 0.7 is considered acceptable and high. CR need to be at least 0.7 or higher. AVE ought to be greater than or equal to 0.5." "CA stands for Cronbach's alpha; CR stands for composite reliability; and AVE is for average variance extracted.*

The fact that the outcomes of the reliability and validity tests are depicted in the table that is located above this one is evidence that the components were successful. Because of the limitations of Cronbach's alpha

(CA) and rho A, the concordance ratio was selected to serve as the basis for analyzing the internal coherence of the signals. This decision was made because the concordance ratio provides a more accurate representation of the data. According to the information that is shown in the table, the values of Cronbach's alpha were either identical to one another or much more than the minimum value of 0.70 that was necessary. By taking into consideration the dependability of the build's many indicators, the CR can ascertain the level of precision that may be attained while measuring a construct. As is evident from the table, every single one of the Composite dependability (CR) values was more than 0.70, which is the bare baseline that must be met before anything can be deemed acceptable. In conjunction to this, the Average Variance Extracted (AVE) of each of the distinct constructs was more than the threshold value of 0.50, which indicates that there were no problems with the model's internal consistency or convergent validity. It is possible to draw the conclusion that the measurements have a degree of validity and reliability that is satisfactory.

Investigate the knowledge level of staff of University Cape Coast on conflicts within work and family

The focus of this inquiry was to ascertain the level of expertise of staff members at the University of Cape Coast about the frictions that might develop between one's professional and personal responsibilities. It was requested from the people polled that they rate the magnitude to which they concurred with the assertions which best characterise the amount of knowledge that their team have about disputes that arise within the context of

work and family. A Likert scale with five points was used to make the measurements of the items. The findings are evident in the Table 3.

Table 3: Knowledge Level of Staff of University Cape Coast on WFC

Statement	Mean	Std. Deviation
The demands from my family members interfere with work-related activities.	3.93	1.053
Things I want to do at work don't get done because of the demands of my family members or spouse/partner.	3.90	1.048
The amount of time spent at work makes it difficult to fulfil family responsibilities	3.86	1.017
The demands of my family or spouse/partner interfere with work-related activities	3.80	1.132
My job makes me feel too tired to do the things that need my attention at home.	3.79	1.097
My job produces strain that too hard to fulfil family duties.	3.76	1.107
Due to work-related duties, I must make changes to my plans for family activities.	3.72	1.050
Family-related strain interferes with my ability to perform job-related duties.	3.67	1.164
My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	3.65	1.148
I have to put off doing things at work because of demands on my time at home	3.64	1.159
My job reduces my energy for home activities.	3.62	1.079
The demands from my work interfere with my home and family life.	3.58	1.050
Activities and chores at home prevent me from getting the amount of sleep needed to do my job well.	3.54	1.216
Job worries, or problems distract me when I am at home	3.12	1.166
	3.684	1.106

Source: Field Data, 2022

Per the results that are shown in table 4.3 above on the knowledge level of employees at the UCC on friction between job and household, survey

participants agreed with the statement that the demands made by members of my home impede with the activities related to my employment. It was very evident that this was the case because the mean score was 3.93 and the standard deviation was 1.053. The statement that things that I intend to do at work would not get completed because of the wishes of my close relatives or spouse/partner was received with complete agreement from the people who responded to the survey. This was shown by the fact that the average rating was 3.9 and the standard deviation was 1.048, both of which made the point quite evident. Most respondents agreed with the statement that it is much more difficult to fulfill one's responsibilities to one's household when one spends a large amount of time at job. This was shown by the fact that the mean score was 3.86 and the standard deviation was 1.017, which brought this point home. Most respondents agreed with the statement that activities related to work are disturbed when the participant's household, lover, or partner has requirements that need to be met. The fact that the standard deviation was 1.132 points, in addition to the average score of 3.8, made this point quite evident. The observation that my job makes me feel too exhausted to carry out the responsibilities that call for my attention at home gained a lot of backing from the people who responded to the survey. This point was made very evident by the fact that the mean score was 3.79 and the standard deviation was 1.097. Many responders agreed with the statement that the stress brought on by my job makes it harder for me to fulfill my commitments to my household. The idea that the standard deviation was 1.107 points, and the mean score was 3.76 made it quite evident that this was the case. The replies provided support for the argument that the stress connected with my family

interferes with my abilities to perform the commitments related with my employment. The notion that the standard deviation was 1.164 points, and the mean score was 3.67 made it quite evident that this was the case. The claim that I am unable to receive the amount of sleep I need to function properly at my job because of the tasks and obligations I have at home was confirmed by the responses that were given. The fact that the average score was 3.54 and the standard deviation was 1.216 made it very evident that this was the case. In concluding, survey participants consented with the premise that they are distracted at home by fears or challenges relating to their job. It was very evident that this was the case due to the reality that the mean score was 3.12 and the standard deviation was 1.166. According to the statistics shown earlier, the staff at UCC had a sufficient knowledge level of the problems that might arise between work and family. This may be seen by looking at the average mean score, which is 3.68, and the standard deviation, which is 1.106.

Examine the effects of work family conflict on employee performance

The approach of multiple regression was used in the research to investigate the impact that work-family conflicts have on employee job performance.

Table 4: Model Summary of Impact of WFC on Employee Job Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.421 ^a	.177	.170	.56331

a. Predictors: (Constant), WFC

Table 5: ANOVA^a

Model		Sum of Df	Mean Square	F	Sig.
		Squares			
1	Regression	23.530 3	7.843	24.717	.000 ^b
	Residual	109.158 344	.317		
	Total	132.687 347			

a. Dependent Variable: EP

b. Predictors: (Constant), WFC

Table 6: Coefficients^a

Model		Unstandardised		Standardised t	Sig.
		Coefficients		Coefficients	
		B	Std. Error	Beta	
1	(Constant)	1.655	.215	7.697	.000
	WFC	-.362	.059	-.187	.008

a. Dependent Variable: EP

Based on the results, which are shown in Tables 4 to 6, the coefficient of WFC was found to be statistically significant ($r=-0.362$, $p=.008$), indicating that it had a negative value. This suggests that there is a counterproductive impact of having a friction between job and household on the acquisition of staff. Consequently, the finding lends credence to the initial hypothesis (H1). Therefore, there is a negative association between job-household friction and the job performance of staff. This concurs with the outcome of a comparable research that was done by (Idrus et al., 2020; Zain & Setiawati, 2018; Ashfaq et al., 2013), which also discovered a substantial negative association between job-household friction and the production or achievement of personnel. Job-household friction have been shown to have an adverse repercussion on productivity of staff in several inquiries (Yavas,

Babakus, & Karatepe, 2008; Baum, 2007; Karatepe & Kilic, 2007; Van Steenbergen, et al., 2007).

Examine the effects of family interfering with work on employee performance.

The study used multiple regression method to examine the consequences of household interfering with work on staff output and productivity.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.321 ^a	.177	.153	.866

a. Predictors: (Constant), FIW

Table 8: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	68.74	7	9.82	13.085	.000 ^b
	Residual	213.137	284	0.75		
	Total	281.877	291			

a. Dependent Variable: EP

b. Predictors: (Constant), FIW

Table 9 Coefficients^a

Model		Unstandardised Coefficients		Standardised	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.904	.21		4.295	.000
	FIW	-.211	.038	-.309	-5.575	.011

a. Dependent Variable: EP

The result was recorded in Tables 7 to 9, and the coefficient of FIW was found to be statistically meaningful ($r = -0.211$, $p = .011$), even though it

had a negative value ($r = -0.211$). This suggests that there is a negative influence on personnel output when family obligations conflict with job obligations. This suggests that the requirements of family might tamper with a staff's ability to fulfill their professional obligations, which can have adverse effects for the individual and, as a result, influence their output. Consequently, this finding lends credence to the second theory (H2). Therefore, there is a detrimental association between work-family conflict and the efficiency of personnel. This agrees with the results of a previous research by (Lee, Veasna, & Wu, 2013; Nohe et al., 2014; Idrus et al., 2020; Wijayanti, 2019), who also discovered a strong negative association between household interference with work and staff technical ability.

Examine the effects of work interfering with family on employee performance.

The study used multiple regression method to examine the repercussions of work interfering with household on employee output.

Table 10: Model Summary of WIF and Employee Job Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.211 ^a	.145	.131	1.14

a. Predictors: (Constant), WIF

Table 11: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	17.401	4	4.35	3.348	.011 ^b
1	Residual	372.914	287	1.299		
	Total	390.315	291			

a. Dependent Variable: EP

b. Predictors: (Constant), WIF

Table 12: Coefficients^a

Model	Unstandardised		Standardised	t	Sig.
	Coefficients				
	B	Std. Error	Beta		
1	(Constant)	2.32	0.242	9.599	.000
	WIF	-.207	0.046	-0.271	.015

a. Dependent Variable: EP

From the recorded output in Table 10 to 12, the coefficient of WIF ($\beta = -0.292$, $p = .015$) was negative and statistically significant ($\alpha \leq 0.05$). This indicates an inverse effect of job interfering with household on output of staff. This suggests that workers who have encountered significant levels of interference from their employment with their families are not only unable to focus on their occupations but also feel weary as dependent on the limited time and energy they have available to them. The conclusion that can be drawn from this is that the 3rd assumption or hypothesis is correct (H3). Therefore, a negative link between job and output of staff exists when job interferes with household life. This is consistent with the results of a comparable research by (Karatepe, 2013; Rahmatika & Parahyanti, 2018), which also discovered a substantial negative association between work intruding with household life and staff productivity.

Examine the effect of openness on the relationship between work-family conflict and employee performance.

PLS SEM was used for the purpose of doing data analysis to investigate the impact that openness has on the connection between job-household friction and personnel output. The findings of a hierarchical

regression test to determine whether openness has a moderating influence on the connection between job-household friction and output of staff or personnel are shown in Table 13.

Table 13: Path Coefficient Results

	Original	T Statistics	P	Decision
	Sample (O)		Values	rule
WFC->EP	0.231	6.041	0.000	Supported
WFC -> Openness	0.792	16.198	0.000	Supported
Openness ->EP	0.739	15.230	0.000	Supported

Source: Field Data, (2022)

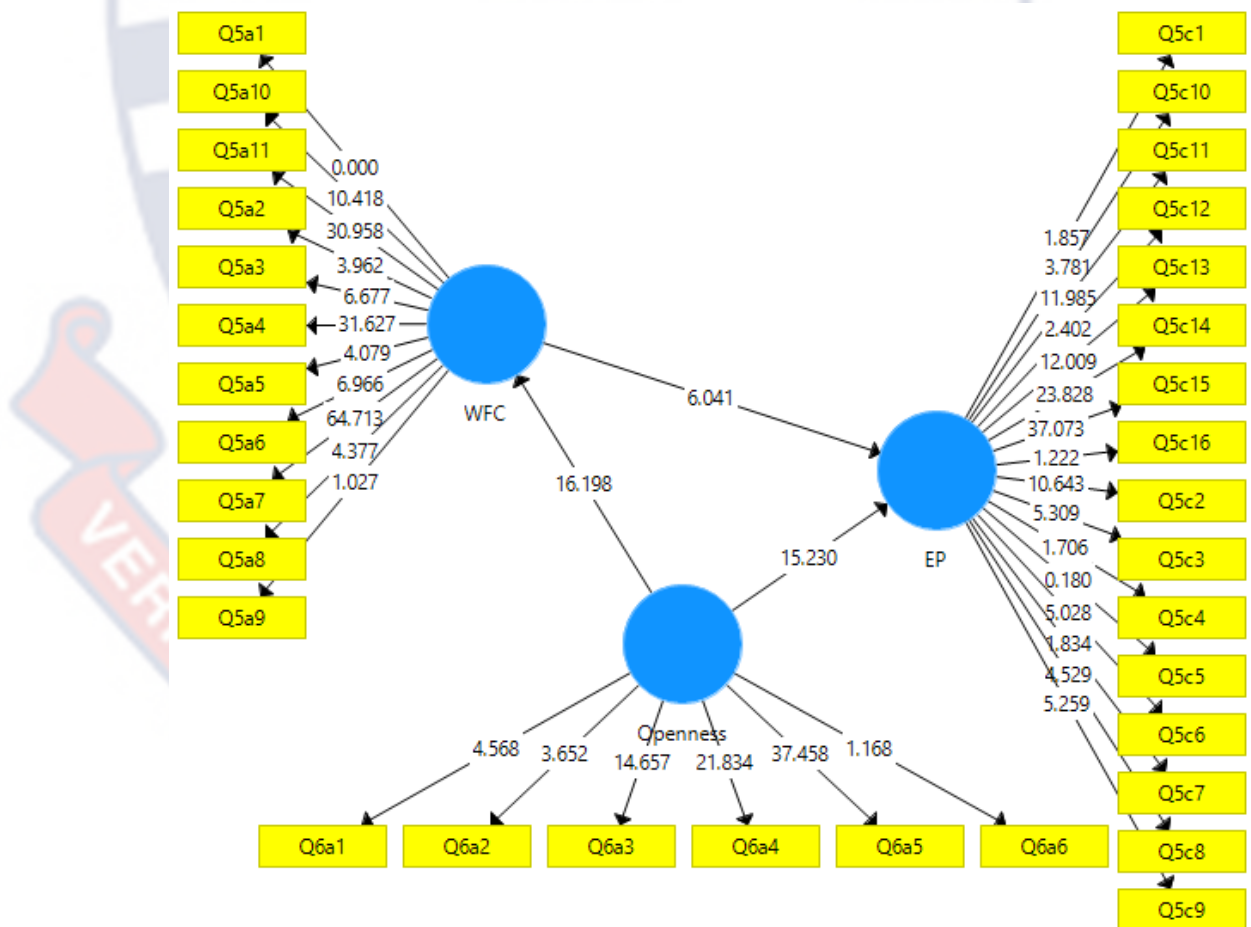


Figure 2: Effect of openness on the relationship between work-family conflict figure and employee performance.

Source: Field Data, (2022)

Table 14: Results of Specific Indirect Effect

	Original	T	P	Informatio
	Sample	Statistics	Value	n
	(O)		s	
WFC -> Openness ->EP	0.228	5.469	0.000	Significant

Source: Field Data, (2022)

As per the outcomes that are shown in Table 14, the role of openness has a substantial impact on staff productivity when it comes to the impact that work-family conflict has. The discoveries of this investigation indicate that the job-household tension variable, which influences results of senior staff at the UCC through the moderating effect of openness, has an original sample value of 0.228 and T-Statistics of 5.469. This information was gleaned from the results of the analysis. Per the findings, openness to experience acts as a moderator in the connection between job-household tension and staff success. Because of this, the idea that the degree to which one is open to new experiences moderates the connection between work-family conflict and staff outcomes has been shown to be correct. This is since the investigation's findings provide evidence in favor of the theory. Folks that are exceptionally tolerant and prepared to try out innovative solutions are also shown to be very receptive to new experiences, according to research conducted by Priyadharshini and Wesley (2014), and therefore least prone to be sufferers of a difficult work atmosphere. These findings are consistent with their discoveries.

Examine the effects of openness on the relationship between family interfering with work and employee performance.

To explore the effect that openness has on the link between family responsibilities and worker accomplishment, a PLS SEM analysis was carried out for the aim of gathering the necessary information for this intention. The insights, together with an explanation of those findings, are shown in table 5.6 below. These outcomes are based on the outcome of the SEM.

Table 15: Path Coefficient Results

	Original Sample (O)	T Statistics	P Values	Decision rule
FIW->EP	0.231	5.070	0.000	Supported
FIW -> Openness	0.803	19.791	0.000	Supported
Openness ->EP	0.794	18.164	0.000	Supported

Source: Field Data, (2022)

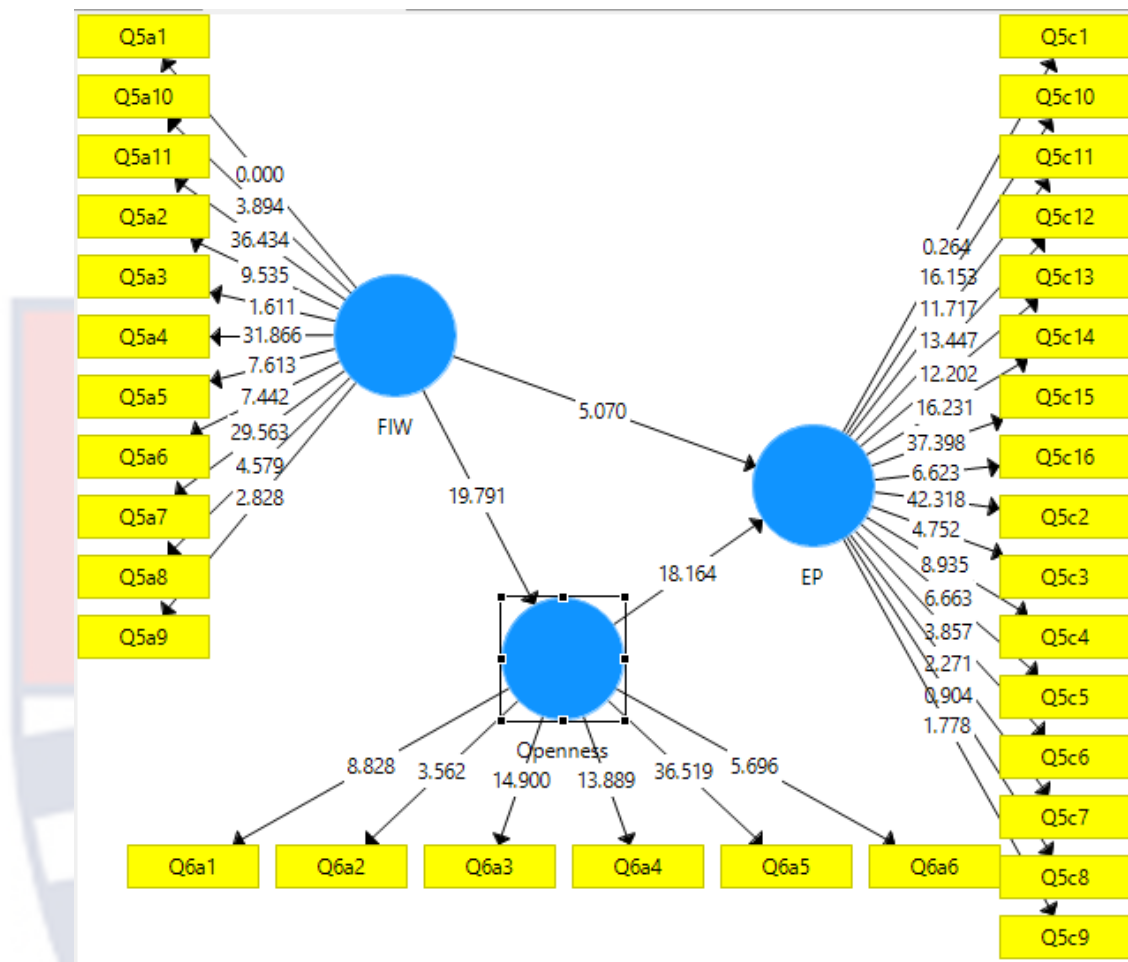


Figure 3: Effects of openness on the relationship between family interfering with work and employee performance

Source: Field Data, (2022)

Table 16: Results of Specific Indirect Effect

	Original	T	P	Information
	Sample	Statistics	Values	
	(O)			
FIW -> Openness ->EP	0.638	17.910	0.000	Significant

Source: Field Data, (2022)

The outcomes of a hierarchical regression that tested the influence of openness as a moderator on the link between household interference with job and personnel output are shown in Table 16. According to the observations, employee performance is significantly impacted when there is a strive

between job and household responsibilities because of openness. The outcomes of the inquiry indicate that the job-household friction variable on the productivity of staff members via the moderating influence of openness has an original sample value of 0.638 and T-Statistics of 17.910 because of the analysis. According to the findings, openness to experience acts as a moderating factor in the connection between household responsibilities conflicting with job and worker achievement.

Examine the effects of openness on the relationship between work interfering with family and employee performance.

PLS SEM was adopted to investigate into how openness influences the connection between having work interfere with home life and employee performance. The conclusions, as well as an interpretation of those observations, are shown in table 5.8 below. These findings are based on the outcome of the SEM.

Table 17: Path Coefficient Results

	Original (O)	Sample T Statistics	P Values	Decision rule
WIF->EP	0.153	2.650	0.008	Supported
FIW -> Openness	0.786	2.970	0.003	Supported
Openness ->EP	0.867	2.969	0.003	Supported

Source: Field Data, (2022)

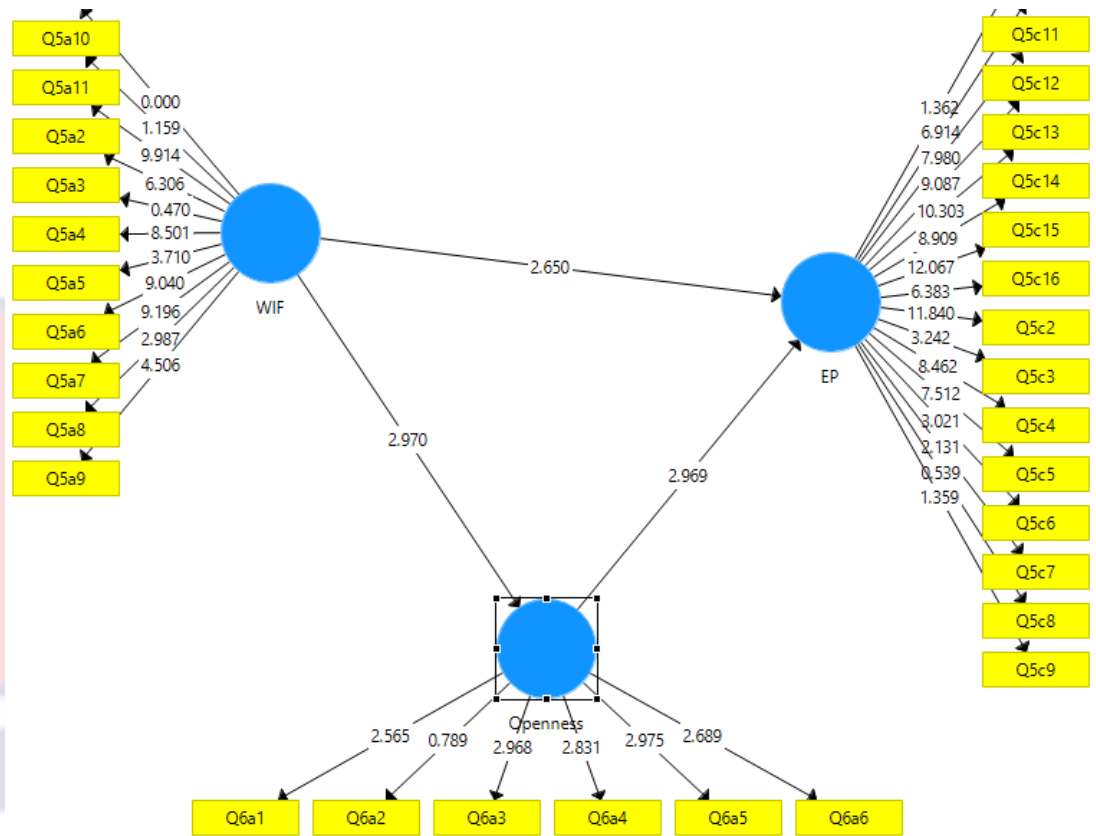


Figure 4: Effects of openness on the relationship between work interfering with family and employee performance

Source: Field Data, (2022)

Table 18: Results of Specific Indirect Effect

	Original Sample (O)	T Statistics	P Values	Information
WIF -> Openness ->EP	0.681	18.544	0.000	Significant

Source: Field Data, (2022)

A hierarchical regression analysis was performed to investigate whether or not openness plays a moderating role in the linkage between a laborer's degree of familial commitments and their level of work efficiency. The insights of this investigation are summarised in Table 18, which can be found here. According to the results, a significant negative effect on an employee's general output, as evaluated by openness, may be attributed to a

disturbance in the employee's capacity to spend quality time with their family. This effect is measured by openness. Per the results of the research, the work-family conflict variable has an original sample value of 0.681 and a T-statistic of 18.544, respectively, as a moderating impact on the output of staff members. This is shown by the fact that openness acts as a moderating effect. In accordance with the outcomes, an openness to new experiences functions as a mitigating factor in the correlation between interruption from job in personal life and the operational efficiency of workers.

Identify the coping strategies adopted by the senior staff of the University of Cape Coast in managing work-family conflict

The intent of this investigation was to get to know the coping mechanisms used by senior staff members at UCC to successfully manage work-family conflicts. It was requested of the people surveyed that they specify the extent to which they concurred or opposed with the remarks provided on different ways to cope or adjust. A Likert scale with five points was used to make the measurements of the items. The findings are summarised in Table 5.10, which may be seen below.

Table 19: Coping Strategies adopted by the Staff in Managing WFC

Statement	Mean	Std. Dev
I insist on doing, on my own, all my work duties perfectly from the least important to the most important.	4.09	.865
I insist on doing, on my own, all family duties perfectly, from the least important to the most important	4.06	.851
I don't undertake what I consider extra family duties	4.01	.806
I invest the utmost effort in each of my family demands, from the least important to the most important	3.99	.869
I perform my family duties to a sufficient level and don't insist on a perfect level.	3.98	.986
I strive for a high standard of performance in all my tasks at home	3.97	.877
I invest the utmost effort in each of my work demands, from the least important to the most important. Good Enough at Home	3.74	.991
I lower my performance of my work responsibilities to a less-than-perfect level	3.33	1.337

Average	3.90	0.947
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Source: Field Data, 2022

Participants agreed with the statement that, I insist on accomplishing, on my own, all my job obligations flawlessly from the least urgent to most urgent, which was dependent on the information reported in table 5.10 above on the coping techniques chosen by the senior staff in handling work-family conflict. The fact that the average rating was 4.09 and the standard deviation was 0.865 made this quite clear. The respondents agreed with the statement that I insist on handling all family responsibilities, from the least important to the most crucial, on my own and to the highest possible standard. The fact that the mean score was 4.06 and the standard deviation was 0.851 made this quite clear. The assertion that I do not participate in what I regard to be additional family chores was supported by the respondents. This was made clear by the fact that the average score was 4.01, while the standard deviation was 0.806%. The majority of respondents agreed with the assertion that I provide each and every one of my family's needs, from the least important to the most crucial, my very best effort. This was made clear by the fact that the mean score was 3.97, while the standard deviation was 0.877. The data shown above suggest that respondents were aware of solutions for handling the challenges of balancing job and household duties, as evidenced by a mean rating of 3.9 and a standard deviation of 0.947.

Discussion of Results

Within this section of the report is a discussion of the results that were obtained from the study. The discoveries of the research indicate that there is a negative and significant link between employee productivity and the struggle to balance work and family life, interruptions at work caused by domestic

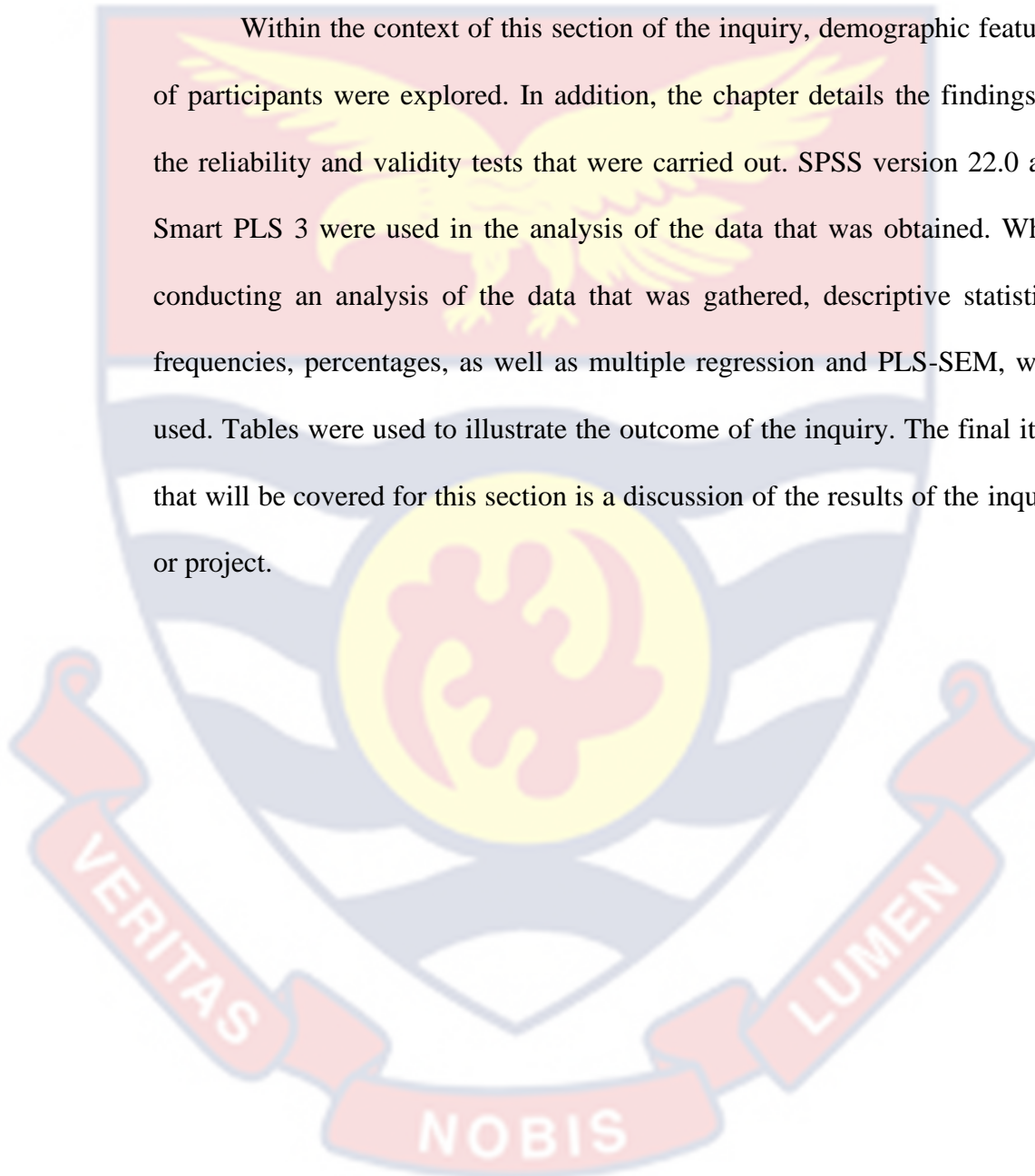
responsibilities, and the domestic responsibilities of family members intruding on professional responsibilities. Conforming to the outcomes of the investigation, the productivity of a staff member will suffer if the individual has a high degree of tension between the obligations of their task and the duties of their household as well as between the responsibilities of their job and the responsibilities of their family. The results of a similar research (Morrison et al., 2020; Karakas & Sahin, 2017; Majekodunmi, 2017) suggested that work-family conflict had a substantial negative effect on staff achievement. This conclusion was consistent with those findings. (Morrison et al., 2020; Karakas & Sahin, 2017; Majekodunmi, 2017). It indicated that greater degrees of professional friction among employees related to lower levels of job accomplishment at the worker's place of employment.

A staff's inability to fulfil their responsibilities at work may be negatively impacted because of the employee's commitments at home, which could result in unfavourable outcomes for the worker. This result of the study is consistent with the outcomes of other investigations performed by (Lee, Veasna, & Wu, 2013; Nohe et al., 2014), who similarly revealed a negative correlation between household interference with job and staff technical competence. The outcomes of the research were aligned with the role theory assumptions that were applied, which stated that a negative significant link exists between work-family struggle, family meddling with job, and job interfering with household when it comes to a staff's organizational outcomes. Per the role theory, one will have unpleasant experiences in circumstances such as having a dispute between their job and their family, having their work meddle with their household, or having their household mess with their job.

When it comes to the moderating effects, the findings of the research demonstrated that there is a substantial predictive association of openness between WFC, WIF, and FIW and staff productivity.

Chapter Summary

Within the context of this section of the inquiry, demographic features of participants were explored. In addition, the chapter details the findings of the reliability and validity tests that were carried out. SPSS version 22.0 and Smart PLS 3 were used in the analysis of the data that was obtained. When conducting an analysis of the data that was gathered, descriptive statistics, frequencies, percentages, as well as multiple regression and PLS-SEM, were used. Tables were used to illustrate the outcome of the inquiry. The final item that will be covered for this section is a discussion of the results of the inquiry or project.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

Summary of results of this investigation as well as an analysis of the data are provided in this section. It develops findings and provides suggestions on how they can best maintain and emphasise work family conflict by adjusting to a coping strategy that has a higher effect. These conclusions and recommendations focus on how they can best maintain and drive issues on friction between household and job. In conclusion, the idea for further study is also brought to the attention of the public. The intent of this investigation was to look at the relationship between job-household tension and worker technical ability, paying particular attention to the moderating role played by openness.

Summary of Study and Findings

The study sought to investigate the knowledge level of staff on work family conflict. It also examined the influence of work family conflict on their job performance as well as the moderation role of openness to experience on the relationship between WFC and employee job performance. The study employed the descriptive research design with random and stratified sampling technique. Questionnaire was use for the data collection and means, standard deviation, regression and Hayes process were used for the data analysis.

The inquiry target or objective which was set first sought to investigate the knowledge level of staff on conflicts within work and family. It was found that staff exhibited good knowledge level on conflicts within work and family. From the analysis, it was found that UCC staff have knowledge on work-

family conflicts. The second objective was to conduct research on the effect that tensions between work and family had on the overall productivity of the labour force. The results of the study showed that there is a negative and statistically significant link between poor employee performance and difficulties in balancing the demands of work and family responsibilities. The findings suggest that there is a link between a staff member's knowledge of a work-family conflict and a subsequent reduction in the staff member's job performance.

The third objective was to conduct research on the influence on an employee's level of productivity that having family responsibilities outside of work may have. According to the results of the study, there is a negative and statistically significant link between poor employee performance and the existence of family responsibilities at the place of employment. The findings of the study indicate that the performance of an employee is more likely to decline if the person has experienced family disputes that have interfered with their ability to execute their work.

The fourth objective was to explore the influence on an employee's level of productivity that it has when that employee's obligations at work and home come into conflict with one another. The results of the study also indicated a negative and statistically significant link between employee performance and the degree to which work duties interfered with family life. This association was shown to be negatively related to employee performance. According to the findings of the study, it is probable that an employee's performance would decline if the person had experienced conflicts between

the demands of their profession and the responsibilities they have to their family.

The fifth objective was to study the influence that openness has on the relationship between work-family conflict and the performance of workers.

According to the results of the study, there is a significant predictive correlation between openness between work interfering with family life and employee performance. This link was shown to be significant.

The sixth objective was to study the effect that openness had on the relationship between the employee's performance at work and the influence that home obligations had on that performance. The results of the study showed that a statistically significant and favourably predictive correlation exists between employee performance and openness regarding family responsibilities while at work.

The seventh objective was to conduct research on the part that openness plays in influencing the strength of the correlation between how much workers' employment interfere with their personal lives and how effectively they do their jobs. A substantial predictive association between openness between work interfering with family life and employee performance was discovered by the findings of the research.

The eighth goal was to determine the coping mechanisms that senior staff members of UCC use to manage the frictions that arise between work and home life. According to the findings of the research, the staff uses a different mode of coping methods in order to manage the conflict that arises between work and home life. Some of the strategies included performing work responsibilities perfectly in the order of least important to most important,

performing family responsibilities perfectly in the order of least important to most important, and refraining from what are additional family responsibilities.

Conclusion

Based on the findings the following conclusions were made

1. Work-family imbalances, which may take the form of either work interfering with household life or household life interfering with job, have a substantial and effect on a staff's overall level of productivity.
2. Since openness to experience moderated the influence of WFC on employee job performance, staff with high level of openness are bound to handle WFC better than those with low levels.
3. Staff also adopt different coping strategies in dealing with work-family conflicts.

Recommendations

This investigation recommends that the human resource directorate and management of the University adopt policies and measures that would reduce work conflicts which bears an adverse repercussion on the output of personnel. The human resource directorate should ensure that employees balance their social and family lives with work. This can be achieved by ensuring employees adhere to the leave policy of the university and take their leave when it is due. The management of the University should create flexible work schedules and implement team building activities to reduce workplace conflicts and foster commitment amongst employees in the University.

The study recommends that managers or superiors should try and not turn a deaf ear towards the ramifications of work family problems and should

create a conducive environment such as flexible schedules and welfare schemes which will help employees to work effectively whilst fulfilling the demands of their family role. This will enhance employee performance and promote organizational commitment.

The investigation further recommends management of the university to introduce an enhanced reward system to motivate employees to improve the level of their productivity and performance at work. The inquiry appropriately put in a recommendation that the human resource unit which is part of the University must organise periodic training sessions for employees on how to manage and achieve work life balance which will ultimately promote employee performance.

Suggestions for Further Studies

Additional research might investigate the impact that organisational support has on how well people are able to manage the frictions that arise between their personal and professional lives. Additional research may be done to investigate the moderating influence that different personality types have on job-household friction and personnel effectiveness.

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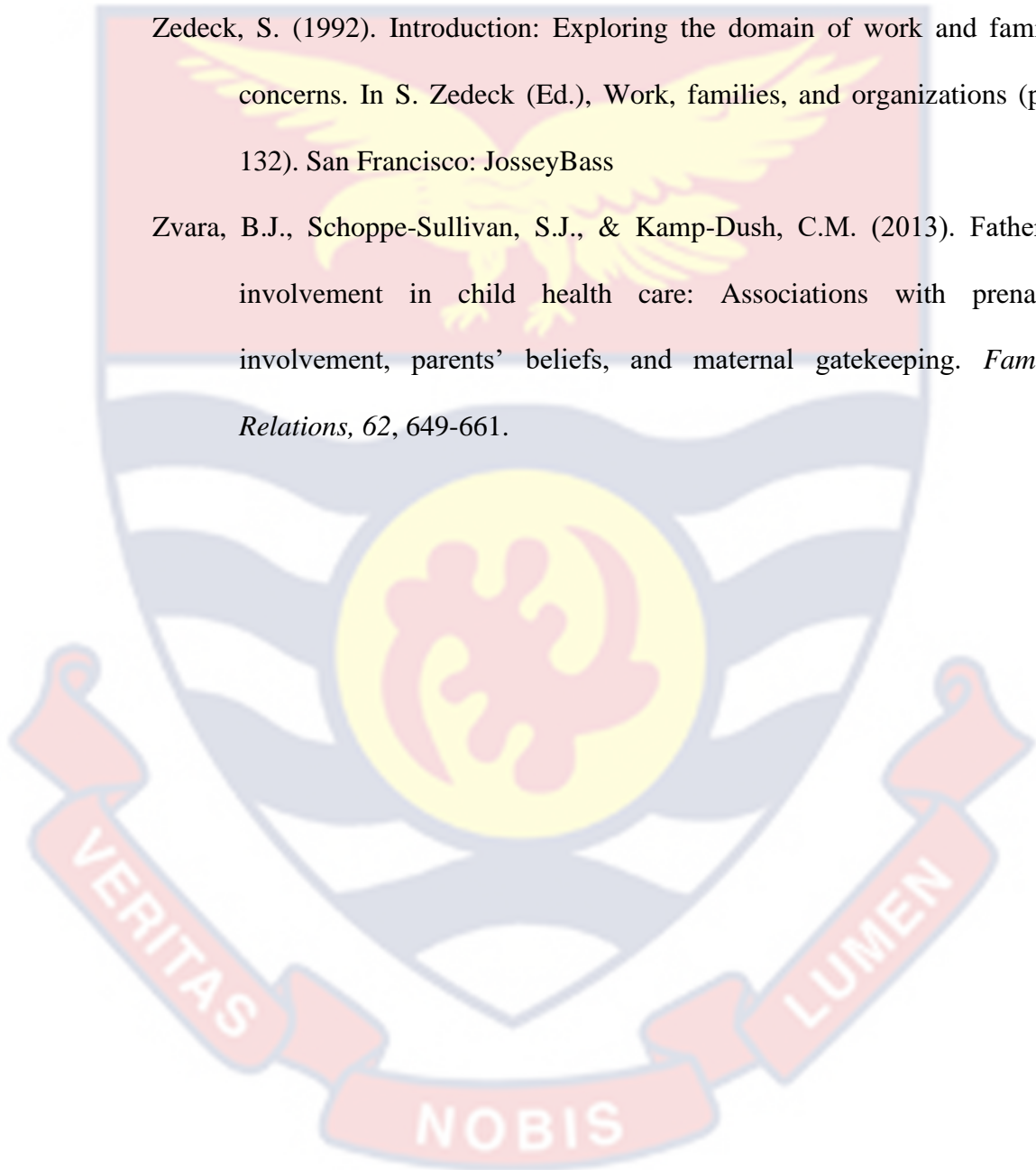
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APPENDICES

QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

COLLEGE OF DISTANCE EDUCATION

Dear Respondent,

I am a student of University of Cape Coast, offering Master of Commerce (MCom) programme at the College of Distance Education. This questionnaire is designed to ascertain information for my research work on the topic “*Work-Family Conflicts and Employee Job Performance: The Moderating Role of Openness*”. I would be grateful if you could provide answers to the following questions. All the answers you provide will be treated with the utmost confidentiality and for academic purpose only. Thank you.

Section I – Demographic Information

1. Gender: Male Female
2. Age:
 18- 30 years 31-40 years 41-50 years 51-60 years
 Above 60 years
3. Educational Qualification:
 JHS/SHS Tertiary Post Graduate Professional Certificate
 Other
4. Which department/unit do you belong with
5. How long have you been working with this organization
Less than one year 2-5years 6-10years over 10 years

Section II – Work Family Conflicts

6. Read the statements below carefully and rate how much you agree or disagree with each statement. Use a scale of 1-5 where
1 = Strongly Disagree 2 = Disagree 3 = Unsure 4 = Agree 5 = Strongly Agree

Statement	Likert Scale				
The time I must devote to my job keeps me from participating equally in household responsibilities and activities.	1[]	2[]	3[]	4[]	5[]
The time I spend on family responsibilities often interfere with my work responsibilities	1[]	2[]	3[]	4[]	5[]
My work keeps me away from my family events too much	1[]	2[]	3[]	4[]	5[]
I have to miss family activities due to the amount of time I must spend on work responsibilities	1[]	2[]	3[]	4[]	5[]
I am often stressed from family responsibilities so I cannot concentrate on my work.	1[]	2[]	3[]	4[]	5[]
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[]
Behaviours that are effective and necessary for me at home would be counter-productive at work	1[]	2[]	3[]	4[]	5[]
Tension and anxiety from my family life often weakens my ability to do my job.	1[]	2[]	3[]	4[]	5[]
The demands of my work interfere with my home and family life	1[]	2[]	3[]	4[]	5[]
Things I want to do at work do not get done because of the demands of my family or spouse/partner	1[]	2[]	3[]	4[]	5[]
Things I want to do at work do not get done because of the demands of my family or spouse/partner	1[]	2[]	3[]	4[]	5[]

Section III – Job Performance

7. Read the statements below carefully and rate how much you agree or disagree with each statement. Use a scale of 1-5 with where
- 1 = Strongly Disagree 2 = Disagree 3 = Unsure 4 = Agree 5 = Strongly Agree*

Statement	Likert Scale				
I always complete the duties specified in my job description and all the formal performance requirements of my job	1[]	2[]	3[]	4[]	5[]
I always fulfill all responsibilities required by my job	1[]	2[]	3[]	4[]	5[]
I appropriately complete the work duties allocated to me	1[]	2[]	3[]	4[]	5[]
I follow through on tasks to completion	1[]	2[]	3[]	4[]	5[]
I am rarely absent from my work	1[]	2[]	3[]	4[]	5[]
I always do all the tasks entrusted to me on time	1[]	2[]	3[]	4[]	5[]
I use to perform well to mobilize collective intelligence for effective teamwork	1[]	2[]	3[]	4[]	5[]
I could manage a change in my job very well whenever the situation demands	1[]	2[]	3[]	4[]	5[]
I can handle effectively my work team in the face of change	1[]	2[]	3[]	4[]	5[]
I communicate effectively with my colleagues for problem-solving and decision making	1[]	2[]	3[]	4[]	5[]
I used to extend help to my co-workers when asked or needed	1[]	2[]	3[]	4[]	5[]
I use to cope well with organizational changes from time to time	1[]	2[]	3[]	4[]	5[]
I love to handle extra responsibilities	1[]	2[]	3[]	4[]	5[]
I derive a lot of satisfaction nurturing others in the organization	1[]	2[]	3[]	4[]	5[]

Statement	Likert Scale				
I use to share knowledge and ideas among my team members	1[]	2[]	3[]	4[]	5[]
I use to maintain good coordination among fellow workers	1[]	2[]	3[]	4[]	5[]

Section IV – Openness to experience

8. Rate how much you agree or disagree with each item about yourself. Use a scale of 1-5 with where

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

Statement	Likert Scale				
I have a rich vocabulary	1[]	2[]	3[]	4[]	5[]
I have difficulty understanding abstract ideas	1[]	2[]	3[]	4[]	5[]
I have a vivid imagination	1[]	2[]	3[]	4[]	5[]
I am quick to understand things	1[]	2[]	3[]	4[]	5[]
I do not have a good imagination	1[]	2[]	3[]	4[]	5[]
I spend time reflecting on things	1[]	2[]	3[]	4[]	5[]

Section V – Coping Strategies

9. The following items relate to the coping strategies you use to balance your responsibilities at work and at home. Using a scale of 1-5 Please indicate how much you agree with each statement. Where

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

Statement	Likert Scale				
I insist on doing, on my own, all family duties perfectly, from the least important to the most important.	1[]	2[]	3[]	4[]	5[]
I strive for a high standard of performance in all my tasks at home.	1[]	2[]	3[]	4[]	5[]
I invest the utmost effort in each of my family demands, from the least important to the most important.	1[]	2[]	3[]	4[]	5[]
I insist on doing, on my own, all my work duties perfectly from the least important to the most important.	1[]	2[]	3[]	4[]	5[]

Statement	Likert Scale				
I invest the utmost effort in each of my work demands, from the least important to the most important. Good Enough at Home	1[]	2[]	3[]	4[]	5[]
I perform my family duties to a sufficient level and don't insist on a perfect level.	1[]	2[]	3[]	4[]	5[]
I don't undertake what I consider extra family duties	1[]	2[]	3[]	4[]	5[]
I lower my performance of my work responsibilities to a less-than-perfect level	1[]	2[]	3[]	4[]	5[]
I eliminate family duties that are the least important.	1[]	2[]	3[]	4[]	5[]
I arrange my family duties in order of priority and undertake only those with high priority	1[]	2[]	3[]	4[]	5[]
I eliminate work duties that are the least important.	1[]	2[]	3[]	4[]	5[]
I arrange my work duties in order of priority and undertake only those with high priority.	1[]	2[]	3[]	4[]	5[]
I manage my family duties by delegating some to others.	1[]	2[]	3[]	4[]	5[]
I rely on others to manage some of my family duties.	1[]	2[]	3[]	4[]	5[]
I hand some of my family duties over to others.	1[]	2[]	3[]	4[]	5[]
I manage my work duties by delegating some to others.	1[]	2[]	3[]	4[]	5[]
I rely on others to manage some of my work duties.	1[]	2[]	3[]	4[]	5[]
I hand some of my work duties over to others	1[]	2[]	3[]	4[]	5[]