**Master's Thesis of Public Administration**

# Work-Life Balance and Performance among Female Employees in the Ghana Civil Service

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# Abstract

# Work-Life Balance and Performance among Female Employees in the Ghana Civil Service

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Work-family conflict refers to an inter role clash resulting from the demands of various dimensions (time, strain and behaviour) relating to both work and family obligations. Work- Life balance is essential for female employees in Africa, particularly Ghana due to the strenuous association of responsibilities of women regarding organization and domestic tasks.

This study examines work life conflict among female employees in the Ghana Civil Service. The objectives of the study were to explore work-life conflict among female employees in the Ghana Civil Service, examine the effect of work-life conflict on work performance of these employees, examine ways in which child bearing, family caring and Ghana's 3-month maternity leave policy affected female employees, and investigate strategies adopted by women in achieving work-family balance.

It has been established through the literature review that, there is minimal support for family friendly policies by public and private organizations alike in spite of the various labour laws in Ghana. The study employed a mixed methods approach in drawing on a sample of 201 respondents for data collection. The findings of the study show that for the individual dimensions of conflict, Behaviour-Based Work Family Conflict and Strain-Based Family Work Conflict were significant in predicting employee performance. For the individual-level demographic variables, a family size of more than 10 persons and job position were also predictors of employee performance.

The findings of the combined variables shows that time-based conflict and strain-based conflict, together with job position, were the significant predictors of employee performance. Findings from the qualitative data show that female employees were dissatisfied with the 3-month maternity leave policy currently in force. Strategies such as engaging in time management, getting help from others and planning work and family schedules ahead of time were employed by the female employees in managing work-family conflict. It was recommended, among others, that women implement home management strategies to successfully manage work-family conflict.

The policy implications flowing from the study are that a 6-month maternity leave policy should be enacted at the national level, a paternity leave policy be also enacted nationally to assist women manage work-family conflict, and that companies implement corporate policies to provide workplace support services for female employees.

**Keywords**: **Work-life Balance, Work-Life Conflict, Employee Performance, Ghana Civil Service**

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# List of Abbreviations

| | |
|---|---|
| FWC | Family Work conflict |
| GMPA | Global Master of Public Administration |
| HPQ | Health and Performance Questionnaire |
| LI | Legislative Instrument |
| MOH | Ministry of Health |
| OHCS | Office of the Head of Civil Service |
| PNDCL | Provisional National Defence Council Law |
| STATA | Statistics and Data software |
| WFC | Work Family Conflict |
| WHO | World Health Organization |
| VIF | Variation Inflation Factor |
| HR | Human Resource |
| KOICA | Korea International Cooperation Agency |

# Chapter 1. Introduction

## 1.0     Introduction

The chapter starts by giving the study background, a statement of the problem, the purpose and scope of the research, study objectives, research questions, study significance, and organization of the study.

## 1.1     Study Background

`Work-life balance covers the fulfilment and effective functioning people experience both at home and in the workplace, with very little conflict experienced in both roles (Clark, 2000). Though work-life balance is attributed primarily to the family and work spheres, it has also been extended to cover other areas such as community activities, non-paying work, personal development, as well as leisure and recreation (Dundas, 2008). In essence, it encompasses the effectiveness with which people manage their work and non-work lives to become satisfied in both areas of their lives (Greenhaus et al., 2003).

In the past three decades, interest in work-life balance research has increased (Freeman, 2009; Moore, 2007). Numerous studies show work-life conflict to cause negative outcomes such as stress, depression, as well as poor psychological health; that also causes absenteeism, increased turnover and low morale (Lingard et al., 2007; Grzywacz et al., 2002; Emslie et al., 2004). Other effects include psychological stress, deterioration in health, fatigue, and interruptions to family life (Frone, 2003). In relation to work outcomes, negative outcomes include reduced job satisfaction, heightened burnout, poor job performance, and job turnover (Grzywacz et al., 2007). These reduced work outcomes have led to medical errors in health settings (Pani & Chariker, 2004). In Africa, work-family balance holds more importance for female than male employees (Okonkwo, 2012). This arises from the fact that women have to combine the overly strenuous responsibilities that pertain to domestic life such as childcare, with their responsibilities at the workplace (Bird 2006; Cross and

Linehan, 2006). Although conflict between work and family life exists for men and women alike, (Walker, Wang, and Redmond, 2008) women in particular, have more responsibilities at home than men (Pillinger, 2002). In Nigeria for example, domestic chores such as keeping the home neat, cooking for the family, doing laundry, and caring for children, are the exclusive responsibility of women, many of whom are full-time workers as well (Okonkwo, 2012). This has a negative impact on their productivity at work. Ghana has also reported similar findings. Acheampong (2013) found most female Ghanaian lecturers indicating that their career progression was negatively impacted by their family lives. Asiedu-Appiah et al., (2014) also found majority of Ghanaian female lecturers' careers and pursuit of further studies being negatively impacted by their families. The available research in the Ghanaian space then, though limited, points to a negative impact of family life on work outcomes for female employees in Ghana.

In conceptualizing work-family conflict in recent times, researchers have indicated work-family conflict to be in two directions, implying work influences family life and family impacts work life (Allen, et al., 2000). Seeing that conflict impacts how females operate both at work and in the home, as well as their overall physical and psychological well-being, it becomes imperative to examine the concept in order to bring balance into the lives of female employees particularly in the Ghana civil service.

## 1.2    Problem Statement

Available research shows that work-family conflict impacts numerous workplace and personal outcomes (Lingard et al., 2007; Grzywacz et al., 2007). The effects of work-family conflict include greater stress, lower productivity at work and home, and lesser contentment with life and work (Allen et al., 2000). Playing dual roles of worker and parent can cause negative outcomes like job dissatisfaction and turnover (De Bruin & Dupuis, 2004; Greenblatt, 2002), as well as psychological problems like depression, and work life and marital discontent (Grzywacz et al., 2002) particularly for females, as several of them are still responsible for most household chores and caring for children (Marshall,

2006). Role conflict arises when people are not able to effectively combine all their life roles. The conflict between work and family increases if people consider work and family to be indispensable to them, and also when serious negative sanctions exist for failure to perform in both roles (Alam et al., 2009). Employers need to roll out policies in assisting workers effectively manage their employment and social spheres in order to minimize role conflict arising in both spheres, and its related stress and dissatisfaction (De Bruin & Dupuis, 2004; Greenblatt, 2002). In this regard, some western organizations have implemented policies such as childcare programmes for their employees at the workplace, workplace gyms, telecommuting avenues, and sleeping spaces for workers and their families at work (Hacker & Doolen, 2003; Hyman & Summers, 2004).

Studies into work-family conflict has been predominantly undertaken in Western countries. This has led to a lesser understanding of the phenomenon in other nations (Ahmad and Skitmore, 2003). This current research studies the phenomenon in an African context, specifically Ghana.

## 1.3    **Purpose and Scope of the Study**

The research investigates work-family conflict among female employees in the Ghana Civil Service. In doing so, it also examined the phenomenon in light of other issues such as Ghana's 3-month maternity leave policy and ways women go around ensuring success both in their jobs and families. Policy-wise, the study is geared towards policy formulation. Currently there is no coherent and concise policy on helping employees manage work-family conflict in Ghana. The research's findings will kick-start discussions on the phenomenon and provide policymakers with evidence to fashion a relevant policy on the subject matter.

## 1.4    Study Objectives

### 1.4.1    General Objective

Generally, the research examines work-family life of female employees who have delivered in the past 3 years in Ghana's Civil Service, and the strategies they employ in achieving balance in their work and family lives.

### 1.4.2    Specific Objectives

The specific objectives of the study are:

- Explore work-life conflict among female employees in the Ghana Civil Service
- Examine the effect of work-life conflict on work performance of female employees
- Examine ways in which child bearing, family caring and Ghana's 3-month maternity leave policy affect female employees' careers
- Investigate strategies adopted by women in achieving work-family balance

## 1.5    Research Questions

The study's research questions were:

- What is the effect of work-life conflict on the work performance of female employees?
- Is there balance in the work and family life of female employees in the Ghana Civil Service?
- How do women manage the conflict pertaining in their work and family lives?

Answering these questions enabled the study's objectives to be achieved.

## 1.6    Significance of the Study

The research has relevance for different stakeholders. First, the study contributes to academia, in that it provides greater understanding of conflict

between female employees' jobs and their families and its associated dynamics. Secondly, the study has significance for managers and policymakers as well in Ghana. The findings of the study will aid in crafting progressive corporate and national policies which will enable women to participate more effectively in the world of work, whiles keeping their families intact and secure. Finally, the study has relevance for female employees. Perusing the findings of the study will allow them to have a better appreciation of the strategies other women have employed in securing balance in their work and family lives. They can also apply these strategies to ensure balance in their lives as well.

## 1.7    Study Limitations

One challenge pertains to the fact that some respondents needed to rely on their memories in responding to the questions posed in the scale. Considering the fact that some respondents had delivered some few years back (at most 3 years) in certain cases, these respondents needed to draw on their memories in answering the questions. Failure in properly recalling events or strategies adopted may negatively impact their responses and by extension, the findings of the study. To mitigate this limitation, only respondents who had delivered or recently delivered (maximum 3 years) were recruited to participate in the study. Respondents who were primary caregivers for children as well, though they might not have delivered these children themselves, were also allowed to fill the instrument. Also subjective scales were used in measuring the constructs/ variables under study. This can skew the responses provided as well as the study's findings. Efforts were therefore made to solicit and promote objective responses to the questions to the greatest extent possible.

## 1.8    Study Organization

The study is in five chapters. Chapter one contains the study's background, statement of the problem, purpose and scope, study objectives, research questions, significance, limitations and study organization. Chapter two presents a review of studies on work-family conflict, performance and productivity, as well as Ghana's civil service, family life and social structure.

The third chapter depicts the methodology employed in undertaking the study including the research design, study population, sample size and techniques, data management and analyses, among others.

The results of the analyses are presented in chapter four sectioned into the demographic analysis and findings of the study. The strategies adopted by women in managing work-family conflict are also presented. The summary, lessons learnt, conclusions, recommendations and policy implications are presented in chapter five.

# Chapter 2. Review of Literature

## 2.0    Introduction

Literature on work-family conflict, family-work conflict, the Ghanaian work and family context, and policies to improve work-family balance are reviewed in this chapter. Other concepts covered include employee performance as well as the factors affecting employee performance.

## 2.1    Concept of Work-Family Conflict

Work-family conflict is "a form of friction in which role pressures from work and family domains are mutually incompatible in some respects" (Greenhaus and Beutell, 1985, p.77). Work family conflict can occur in two directions, implying negative outcomes in the workplace have the potential of impacting family life just as family life can impact work performance (Wayne, Grzywacz, Carlson & Kacmar, 2007). Work-family conflict arises where issues at work negatively impact employees' personal lives, while family-work depicts family activities interfering with work life (Breaugh & Frye, 2007). Work-family conflict and family-work conflict occur due to the imbalances between both areas of life (Yang, 2005).

There are three dimensions of work-family conflict and family-work conflict, namely time-based conflict, strain-based conflict, and behaviour-based conflict (Greenhaus and Beutell, 1985). Time-based conflict comes about when work and family activities clash amongst themselves (Yang, 2005). Strain-based conflict speaks to the responsibilities in both areas clashing with each other (Edwards & Rothbard, 2000). Behaviour-based conflict, conversely, encompasses behaviour expectations in both spheres conflicting with one another (Edwards & Rothbard, 2000).

Time-based work/family conflict concerns situations where persons are unable to perform their work or family responsibilities successfully due to time constraints in the other roles. The sources of conflict at work in relation to time

comprise issues like working hours and commute time, overtime hours, irregular shifts, and rigidity or lack of flexibility at the work place. Family conflict arises due to family size, age of children i.e. whether they are younger or older, and the size of the family (including presence of older family members) (Carlson, Kacmar, and Williams, 2000; Greenhaus and Beutell, 1985). The hours worked each week contributes in generating time-based conflict (Netemeyer et al., 1996; Kinnunen and Mauno, 1998; Frone, Yardley, and Markel, 1997).

Strain-based work family conflict arises due to the strain produced from the roles occupied by the individual, where the strain associated with one role negatively impacts performance in the other role (Greenhaus and Beutell, 1985). As a case in point, depressed or tense employees will struggle in being attentive partners or loving parents in their homes (Greenhaus et al., 2000). Consequently, strain-based conflict can cause work-family conflict as well as family-work conflict i.e. bi-directional (Haar and Spell, 2001). Strain-based conflict can arise from ambiguity in one's work, conflict in work roles, poor support from superiors/leaders at the workplace, and high physical and psychological demands associated with work. For the sources of conflict arising from the family, issues such as little support from partners, differences in career goals of partners, disagreement regarding family roles between spouses, child care arrangements, and partners' feelings towards women's employment (Carlson, Kacmar, and Williams, 2000; Wallace, 1999) have been identified as major conflict hot spots.

Behavior-based work family conflict is conflict which arises due to the fact that the behavior individuals exhibit in their competing roles conflict with each other. Examples of work-related aspects of this are ambiguity in work and its involvement, while family factors are ambiguity in family roles, role conflict within the family, social support, and involvement in family role (Carlson, Kacmar, and Williams, 2000). The dimensions of work-family conflict are depicted in figure 1 below (Carlson et al., 2000).

**Figure 1: Dimensions of Work-Family Conflict**

| | | Directions of Work–Family Conflict | |
|---|---|---|---|
| | | Work Interference with Family | Family Interference with Work |
| **Forms of Work–Family Conflict** | Time | Time Based Work Interference with Family | Time Based Family Interference with Work |
| | Strain | Strain Based Work Interference with Family | Strain Based Family Interference with Work |
| | Behaviour | Behaviour Based Work Interference with Family | Behaviour Based family Interference with Work |

**Source: Carlson et al. (2000)**

Work-family conflict has been associated with negative family functioning and work fulfilment (Hill, 2005), mental and physical health problems (Hill, 2005), distress (Dikkers, Geurts, Dulk, Peper, Taris & Kompier, 2007), as well as alcohol consumption and depression (Grzywacz & Marks, 2000). Workers experiencing greater work-family conflict exhibit lower job satisfaction, lower productivity and lower organisational commitment (Frye & Breaugh, 2004). Employees with lower work-family conflict on the other hand experience greater job satisfaction (Hill, 2005). Employees who spend greater time with their families experience a better quality of life (Greenhaus et al., 2003). Work-life conflict leads to depression, which then results in reduced productivity and greater absenteeism (Seligman, 2011), drop in morale (Brought, O'Driscoll & Kalliath, 2005), in addition to increased staff turnover, lower productivity and poor work quality (Seligman, 2011). In family circles, parental demands have been found to cause conflict between work and family life. Parental demand is considered to be greatest among parents having preschool children, with older children placing less demands on parents (Parasuraman and Simmers 2001). Having a child less than six years old has been found to cause work family conflict (Byron 2005; Parasuman and Simmers 2001).

Studies show that family size relating to higher number of children, irrespective of their ages, causes family work conflict (Grzywacz and Marks 2000).

Similarly, spending greater time on housework can cause family work conflict (Parasuraman and Simmers 2001). Other family stressors such as family role conflict, family ambiguity, and greater spousal disagreement have been found to increase family-work conflict (Michel et al. 2010). Numerous studies show that workplace support minimizes work family conflict (Kossek et al. 2011). Examples of these workplace support are policies such as flexitime, childcare, job sharing, telecommuting, eldercare services and referral services. This workplace support tends to minimize the stress that comes from blending responsibilities at work and in the home (Frye and Breaugh 2004). In the family setting, spousal support aids in reducing family-work conflict. Numerous studies show that spousal support minimizes family work conflict (Lapierre and Allen 2006; Aycan and Eskin 2005).

## 2.2    Concept of Family-Work Conflict

FWC refers to "a form of inter role conflict, in which the overall demands of time devoted to and strain created by the family, interfere with performing work related responsibilities" (Netemeyer et al., 1996). Family work conflict occurs due to incompatibility between family and work pressures, thereby leading to challenges in performing the work role as a result of participating in family life (Weer & Greenhaus, 2014). Family-work conflict (FWC) looks at how family responsibilities impact the work performance of employees (Fu & Shaffer, 2001). Family work conflict has been said to occur when occurrences in one's family interfere in their work, including factors like having children, caring for the elderly, differences or disagreements among family members, as well as uncooperative family members (Valk & Srinivasan, 2011; Yu, 2011).

Family to work conflict arises owing to family pressures affecting work outcomes such that, performance in the work role becomes negatively affected due to family duties. At home, tasks like care for aged parents, toddlers, or family members with disability, relations with spouses or partners, maintaining social relationships or performance of regular domestic chores often negatively impact the attention and performance of married women at work (Leaptrott & Mcdonald, 2011). Family Work Conflict is caused by factors such as marital

challenges, tension, low support from spouses, and little childcare (Fox & Dwyer, 1999).

Family Work Conflict can negatively impact organizations. As a case in point, individuals are less willing to be loyal when they perceive their work roles to affect their family roles (Olsen, 2004). This leads to greater absenteeism and less attention at work, which would ultimately lead to increased errors, injuries and/or costly mistakes (Ajala, 2017). At the workplace, family work conflict causes confusion, unhappiness, strained relations with colleagues, drop in performance and ignoring work goals (Allen et al., 2000). The rippling negative effect of family work conflict on society includes falling performance, lesser quality goods and services, and interpersonal conflict among people (Ajala, 2017).

Furthermore, researchers have found family-work conflict to negatively impact job satisfaction (Carly et al., 2002; Carlson et al., 2010), family satisfaction (Karatepe and Baddar, 2006; Wayne et al., 2004), and marital satisfaction (Kinnunen and Mauno, 1998). Karatepe and Sokmen (2006) similarly find family-work conflict to affect job satisfaction, while Karatepe and Baddar (2006) similarly find family-work conflict to positively influence employee turnover intention. This is corroborated by Patel et al. (2006) who find family-work conflict to be related to job performance.

## 2.3    The Ghanaian Work and Family Context

In Ghana, very little support exists from the government and companies enacting or rolling out family-friendly policies to workers. Though some laws exist which spell out work hours and leave entitlements, these laws are not usually helpful in helping employees effectively fulfill their work and family obligations. The Ghanaian Labour Act, 2003 (Act 651), for example, sets the maximum limit of a work-week to 40 hours a week (8 h a day). That notwithstanding, its enforcement is still very weak. About 48% of workers work between 40-70 hours per week (Ghana Statistical Service 2008). Employers also have discretion over provisions regarding annual leave and periods of absence from work due to sickness. As a case in point, Act 651 of 2003 allows

employers, ''in case of urgent necessity,… [to] require a worker to interrupt his or her leave and return to work'' (Section 25).

Women in particular, are entitled to 12 weeks of paid maternity leave, which they can extend to two more weeks if need be. This however contradicts the policy of six (6) months exclusive breastfeeding for the total development of the children implemented by the Ghana Health Service and Ministry of Health; as the mother leaves the 3-month old baby home upon resuming work, thereby defeating the ability to undertake exclusive 6 months breastfeeding. Paternity leave is however lacking for males, which poses challenges for working fathers in contributing to taking care of the children and assisting in house chores. It is very tough finding organizations which practice policies that support families like flexi-work and childcare support in the workplace. Even where private childcare services exist, very few employees can afford them due to their high service fees. In this regard, employees continue to depend on their supervisors and co-workers to help them to provide social support mechanisms in balancing their work and family responsibilities as supportive programs from government and employers is conspicuously absent in the Ghanaian work terrain.

In the Ghanaian family system, a family unit is understood along two dimensions. The first is the nuclear family unit, usually composed of the husband, wife, and children. The second, more elaborate unit which highly reflects the mainstream Ghanaian understanding of the family, is the extended family unit comprising several nuclear family units, relatives, and unmarried and elderly relatives (Brown 1996). In the traditional Ghanaian family structure men, were considered the primary breadwinners with women playing supporting roles financially and managing household responsibilities primarily. Women mostly engaged in income generation activities in the informal sector, thereby having the flexibility in fulfilling their domestic obligations and pursuing their economic activities outside the home (Ardayfio-Schandorf 2001). This traditional family arrangement and understanding of the family has however changed in the past few decades. Women are now increasingly involved in the formal and corporate world as workers, and are pursuing further educational studies and economic opportunities in Ghana. Between 1960 and 2008, the proportion of female wage earners working in the formal employment

doubled (Ghana Statistical Service 2008). This has altered women's family roles. Though slow, different rounds of the Ghana Living Standards Survey (GLSS) are pointing to an increase in male participation in the performance of household chores and childcare, especially in urban areas (Ghana Statistical Service 1995, 2000, 2008). Aside the greater parenting responsibilities brought on by having large families, caring for elderly members of the family further compounds the woes of employees juggling work and family responsibilities in Ghana. Caring for aged parents and family members is essentially a moral obligation in Ghana. This is especially true since the social security benefits for old age in Ghana predominantly cover those who have worked in the formal sector, who are very few compared to those working in Ghana's informal sector (Oheneba-Sakyi and Takyi 2001). Since time immemorial in Ghana, the responsibility for caring for elderly and less privileged relatives traditionally fell on the extended family as a whole. In recent times however, factors such as economic difficulties, migration, and weakening of extended family ties have pushed this burden of care from the extended family to the nuclear family (Oheneba-Sakyi and Takyi 2001). Provision of adult care has therefore become an additional burden to working parents aside caring for their children. Apart from this added elder care, the expectation placed on working family members to participate and contribute to extended family activities like funerals and weddings further places demands on the nuclear family members.

With the exception of being a source of demand, the extended family also serves as an important social support mechanism for working parents. They do this by providing care-giving and nanny roles to young children. It is an established norm in most African societies that grandmothers provide childcare support after the statutory maternity leave period expires (Aryee 2005). In situations where relatives are unavailable to provide social support in caring for children, domestic helpers provide this caregiving services to the children. These domestic helpers are usually hired, and assist in performing household chores like cleaning, washing, cooking, childcare, and other domestic duties.

## 2.4    Policies to Improve Work-Family Balance

To help employees manage the conflict in their work and family lives, some organizations have put in place work-life balance policies/practices (Lazar and Raţiu, 2010). Essentially, these policies afford employees flexibility in managing their work schedules to free up time in meeting the demands of their family lives. Some of these policies are discussed below:

(1) Flexi time is a system which enables employees to work for a certain fixed number of hours, but have the luxury of determining their start and end times. This affords employees the time to meet their family or personal commitments, which ultimately minimizes work-family conflict.

(2) Telecommuting allows people to work from home. The benefit of this is that they can properly blend their work and family commitments, as well as managing their finances, reducing commuting time, and stress.

(3) Compressed Work Week occurs when workers work longer to give them more time to see to family issues. The benefits of this include more off-days, reduced commuting time, and free time for personal and family responsibilities.

(4) Part-Time Work, like its name suggests, involves employees working on part-time basis instead of full time. Part-time arrangements are beneficial to people with health problems, disabilities, busy schedules e.g. students, and those re-entering the workforce e.g. mothers or fathers coming back from maternity/paternity leaves.

(5) Job sharing enables two or more people to jointly occupy one position at work, but share the responsibilities and working time among themselves. Benefits include more time for personal and family commitments, development of partnerships, acquisition of new skills among job sharers, provision of mutual support, improved staff retention, and increased productivity

(6) Family-friendly programs like on-site child care facilities are also employed by some organizations to their employees. This gives employees the peace of mind to focus on their jobs.

Studies prove that work-life balance policies minimizes absenteeism as well as having positive effects on job fulfilment, performance and retention (Hill, 2005; Allen, 2001). Clark (2000) shows workplace flexibility to positive impact staff wellbeing and balance in life, which this leads to higher job satisfaction, greater happiness at home, and minimal role conflict (Clark, 2000). The fast-paced changing demographics being witnessed with more females entering the workforce, greater number of single parents (Clark, 2001) and an aging workforce (Grady et al., 2008) requires greater attention in pursuing enhanced work-life balance policies.

## 2.5    Concept of Employee Performance

Some researchers have defined performance in terms of behaviour and not output. Aguinis (2009) defines performance as being about employees' behavior and what they do, instead of their productivity or output. Performance therefore focuses on employees' behaviour only, and does not extend to the outcomes of that behaviour such as results. Perceived employee performance encompasses the general belief of employees regarding their behavior and efforts towards the success of organizations. Three factors enable high-performing employees to perform better than others, and these are substantive knowledge, knowledge of work procedures and motivation (McCloy et al., 1994). Other theorists however have defined performance in terms of output. Mathis & Jackson (2009) for example, considers performance to be about output, quality, reporting to work, efficiency, and effectiveness of work undertaken. Employee performance is about being able to complete tasks as measured against pre-defined, acceptable standards set out by supervisors or organizations while utilizing resources judiciously (Thao & Hwang, 2015).

Better employee performance gives companies an edge in the market space and create future innovations. At the same time, employees also need to research, discover, experiment, take risks and innovate (Patel *et al.,* 2013). Organizations need to be able to utilize rules and procedures in ensuring predictability in employee performance (i.e. in-role job performance) while allowing employees the flexibility in innovating and adapting in addressing challenges and novel situations (i.e. innovative job performance) (Fu *et al.,* 2015; Muñoz-Pascual

and Galende, 2017). It then becomes imperative examining the two aspects of job performance outlined above.

*In-role job performance* refers to the actions that are laid out in a worker's job description and therefore required, evaluated, and compensated by the organization (Janssen and Van Yperen, 2004). A primary benefit of in-role job performance is ensuring predictability in work behavior to allow for coordination and control of basic organizational tasks in achieving corporate objectives (Fu *et al.,* 2015). *Innovative job performance* on the other hand is a conscious creation and deployment of new ideas in one's work position, work group or company with the goal of benefiting the job, group or company (Janssen and Van Yperen, 2004). This job performance involves addressing novel and difficult tasks requiring different mental and social effort such as generating, promoting, deliberating, altering and implementing ideas (Janssen and Van Yperen, 2004). Innovative job performance strives to come up with new ideas and approaches which are yet to be mainstreamed and in which the requisite knowledge and approaches are yet to be available to the broader society. Sometimes, innovative job performance leads to change which can be resisted by others since it creates insecurity and uncertainty among many less innovative people (Muñoz-Pascual and Galende, 2017; Fu *et al.,* 2015).

## 2.6 Factors Affecting Employee Performance

Several factors have been discussed in the literature as impacting the performance of employees. These factors are discussed below:

### 2.6.1 Leadership

Leadership is the process of influencing people to attain shared objectives (Northouse, 2007). Leadership style covers the attitude and behavior of leaders, which translates into how leaders deal with their subordinates (Dubrin, 2004). Organizational leadership styles either encourages or inhibits employee performance (Cronje et al., 2001; Armstrong & Murlis, 2004).

### 2.6.2 Coaching

Coaching aids in improving productivity (Champathes, 2006). Coaches identifying and improving traits or skills in the person being coached. Coaching has been shown to addresses the underlying beliefs and behaviors which inhibit

performance (Toit, 2007), thereby helping people improve their performance in the roles they occupy (Starr, 2004).

### 2.6.3 Empowerment

Empowerment is connected to productivity and fulfilment (Bartram and Casimir, 2007). Empowerment has also been found to have a greater connection with the in-role performance of followers (Thao & Hwang, 2015). Duvall (1999) in defines success to be attainment, accomplishment and achievement, and says it emanates from empowerment, which in itself leads to improved employee performance, organizational outcomes, and satisfaction.

### 2.6.4 Participation

Chen and Tjosvold (2006) indicate participation as basically being the involvement of employees in decision-making; which ropes in employees in discussing problems and influencing organizational decisions. This tends to motivate employees as management considers them as partners and not just subordinates, which makes them avoid counterproductive behaviors (Thao & Hwang, 2015). Ultimately, participation leads to increased employee performance and low turn-over (Lam et al, 2002).

### 2.6.5 Organizational Culture

The norms and values which make up organizational culture both directly and indirectly influence people in organizations (Stewart, 2001). Though invisible, these norms greatly impact performance of employees and profitability. Good organizational culture promotes change, increased staff output, better behaviour and greater cohesion in achieving goals (Thao & Hwang, 2015). Furthermore, shared values enable management to predict employee behaviour in specific situation (Ogbonna, 1993).

### 2.6.6 Working Environment

Improving employees' creative performance leads to organizational competitiveness and innovation (Janssen and Van Yperen, 2004). It can be categorized into physical and behavioral dimensions. The physical environment covers the ability of employees to physically settle into and succeed in their office environment. The behavioral environment deals with the good relations between employees and the office environment's impact on employee

behaviour. Haynes (2008) argues that the physical environment deals with office layout and space, and the behavioral environment relates to interaction and distraction.

### 2.6.7 Motivation

Motivation predicts job performance, with poorly motivated employees leading to greater staff turnover, increased expenses, low morale and wasted managerial time. Consequently, management needs to know what works for its employees in order to prevent resource misallocation and employee dissatisfaction (Jobber, 1994). Motivation is essential in dealing with high performers employees, without which their performance declines and they resign from their positions; and for low performers as well else they drag results down and minimize productivity (Thao & Hwang, 2015). Motivated employees increase profitability of organizations (Carlsen, 2003). Motivation is promoted by 6 critical elements, which are compensation, benefits, profit-sharing, promotion, recognition, job fulfilment (Thao & Hwang, 2015).

### 2.6.8 Training

Training refers to the development of employees' skill in improving performance (Swanson, 1999). Training is planned, systematic and leads to improved skill, knowledge and competency for working effectively (Gordon, 1992). Wright & Geroy (2001) argue that effective training programs lead to improvement in employee competencies.

Employees are usually given trainings for 3 reasons: (1) to enhance productivity or performance; (2) to achieve corporate goals; and (3) to equip staff to function effectively in new terrain (Belcourt, Wright and Saks, 2000). Training therefore leads to both employee and organizational performance improvement by developing employee capacity, behavior, skills and knowledge (Appiah 2010; Harrison 2000).

In conclusion, it needs to be emphasized that work-family conflict causes unwanted results like absenteeism, high turnover and low morale (Lingard et al., 2007; Grzywacz et al., 2002; Emslie et al., 2004), as well as reduced job satisfaction, heightened burnout, poor job performance, job turnover (Grzywacz et al., 2007), and errors in the workplace (Pani & Chariker, 2004).

# Chapter 3. Research Methodology

## 3.0 Introduction

This section presents the study design, population, sample size and sampling technique, and conceptual framework and study hypotheses. It also covers the research instrument used, method of data collection and ethical procedure, data management and analysis, and the profile of the study organization.

## 3.1 Study Design

The research design employed in this study is the survey design (Creswell, 2009). Survey research examines relationships or associations among variables, with the goal of studying phenomena and finding relationships among the variables (Cavana et al., 2001). This study examines work-family conflict, selected demographic variables, and their association with the performance of female civil servants. The study adopts the triangulation or mixed methods approach to research. Triangulation or Mixed Methods research employs both quantitative and qualitative approaches to research. Quantitative research involves complex experiments with many variables and treatment (Creswell, 2009). It numerically depicts trends, attitudes or opinions of respondents, in order to generalize from the sample to the entire population (Babbie, 2013). Qualitative research on the other hand is inductive in nature, where the researcher explores meanings and insights into given situations or social phenomena (Strauss & Corbin, 2008; Levitt et al., 2017). It uses purposive sampling and semi-structured, open-ended interviews in its collection of data (Dudwick et al., 2006; Gopaldas, 2016). The quantitative approach was used in exploring issues regarding work-life conflict pertaining within female employees in the Ghana Civil Service, and examining the effect of work-life conflict on work performance of female employees. The qualitative approach was used in examining ways in which child bearing and family caring affected female employees' careers, as well as in unearthing strategies adopted by women in achieving work-family balance. The research was longitudinal in

studying work-family conflict among female employees of different age groups in Ghana.

## 3.2    Study Population

The study population comprised female employees of the Ghana civil service who have had children in the past 3 years. The population was restricted to 3 years back since any further time frame would mean respondents had to go far back into memory in order to answer the questionnaire. They may end up not providing accurate and relevant data if the period extends beyond 3 years. Data on the number of female employees of the civil service who fit this characteristic was however not available to the researcher. Consequently, the population of female civil servants who have delivered over the past 3 years constituted an unknown population for purposes of this study.

## 3.3    Sample Size and Sampling Technique

Two hundred (200) respondents was selected for data collection. The Purposive sampling technique was adopted in selecting respondents for the study. Purposive sampling was employed because respondents having a particular characteristic i.e. female civil servants who have delivered over the past 3 years, were the focus of the study. They were therefore purposely selected to provide data for the study.

## 3.4    Conceptual Framework and Study Hypotheses

Work-family conflict is conceptualized as comprising six (6) sub-dimensions; these being time-based work family conflict, time-based family work conflict, strain-based work family conflict, strain-based family work conflict, behavior-based work family conflict, and behavior-based family work conflict. Some demographic variables were also considered to be essential for the research. The study's conceptual framework is depicted below:

**Figure 2: Conceptual Framework**
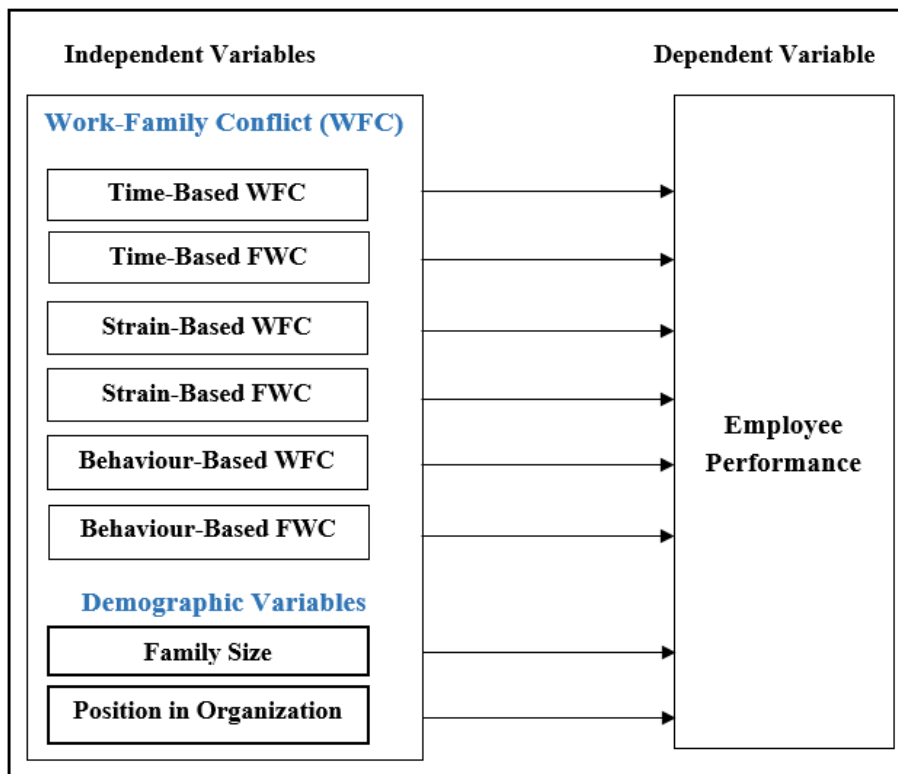


Source: Author's Construct (2020)

From the figure above, eight primary hypotheses were set out for examination. These hypotheses are:

H1:     Time-Based Work Family Conflict predicts Female Work Performance

H2:     Time-Based Family Work Conflict predicts Female Work Performance

H3:     Strain-Based Work Family Conflict predicts Female Work Performance

H34     Strain-Based Family Work Conflict predicts Female Work Performance

H5:     Behaviour-Based Work Family Conflict predicts Female Work Performance

H6:     Behaviour-Based Family Work Conflict predicts Female Work Performance

H7:     Family Size predicts Female Work Performance

*H8:     Position in Organization predicts Female Work Performance*

The first six hypotheses proceed along the tangent the respective independent variables all impact employee performance, which is the dependent variable. Work-family conflict has negative consequences for both work and family life (Gryzwacz and Carlson, 2007). Poor work-family conflict leads to lateness to work, absenteeism, and less job concentration (Epie, 2010). Good work-family policies have also been observed to minimize stress, absenteeism and lateness and work family conflict, while enhancing performance, morale, work fulfilment and commitment (Lapierre *et al.,* 2008; Poelmans et al., 2005). Consequently, work family conflict is conceptualized in this study as affecting employee performance.

The remaining two hypotheses examines the effect of demographic variables on employee performance, by saying that family size has an effect on female employee performance and position in the organization also has an effect on female employee performance. Generally, work-family balance has been noted to have great significance for females compared to males (Okonkwo, 2012). This arises from the fact that women have to combine the overly strenuous responsibilities that pertain to domestic life such as childcare, with their responsibilities at the workplace (Bird 2006; Cross and Linehan, 2006). Age is negatively associated with work family conflict (Hsu, 2011). Furthermore, managerial and professional-level employees were observed to experience higher work-family conflict than non-managerial employees (Duxbury and Higgins, 2003). Educational qualification is also associated with work family conflict, with employees having masters and doctoral degrees experiencing higher work-family conflict than less educated employees (Aminah, 2007). This present study therefore hypothesizes that demographic variables, specifically family size and position/role at the workplace, impact employee performance.

Aside these hypotheses, open ended-questions will be asked in collecting qualitative data from respondents. The goal of these questions will be to enable the researcher examine how child bearing and caring for the needs of families affect female employees' careers. Furthermore, the strategies female civil

servants employ in bringing balance to their work-family lives will also be explored in this study.

## 3.5     Data Collection Instrument

Two streams of data were collected; quantitative and qualitative data. Questionnaires were employed in collecting quantitative data for the study. Questionnaires elicited data regarding issues such as the demographic characteristics of respondents, and their views on the study's variables. The questionnaires were sent online to respondents on their electronic devices and were self-administered by them.

Two (2) questionnaires were used in this study. Specifically, the questionnaire developed by Carlson et al., (2000) was used in measuring work-family conflict. This questionnaire collected data on the three (3) sub-dimensions of work-family conflict. Similarly, a section of the performance component of the Health and Performance Questionnaire (HPQ) developed by the WHO (2002) was used in measuring performance of female civil servants. Qualitative data was collected using a semi-structured instrument containing open-ended questions. This instrument collected information on ways in which child bearing and family caring affect female employees' careers, as well as strategies adopted by women in achieving work-family balance. The two questionnaires outlined above have been extensively used in previous studies and have therefore been validated. This makes them suitable for use in this study in measuring the variables of interest.

## 3.6     Data Collection Procedure and Ethical Considerations

Before data collection commenced, the background and objectives of the study were explained to respondents. After this, the researcher sought respondents' consent before collecting data from them. Furthermore, no personal data which helped identify respondents was collected during the survey, with all data collected used only for academic purposes. This ensured the privacy and identity of respondents was protected.

## 3.7　Data Management and Analysis

Data collected was analyzed in different ways. Descriptive statistical analysis was performed on the demographic data of respondents to undertake a profile analysis. This analysis presented the age, sex, educational background and other bio-data of respondents using tables. Regression analysis was undertaken to determine the association between work-family conflict, the demographic variables and work performance. The Statistics and Data (STATA) software and SAS University Edition were used in performing the statistical analyses.

In testing the study's hypotheses, the model outlined below was employed:
$$y = a + bx + b_1x_1 + b_2x_2 + b_3x_3 + \ldots b_nx_n + \mathcal{E}i$$

Where:

*Y is the Dependent Variable*

*a is the constant term*

*b is the coefficient of the Independent Variable,*

*x is the Independent Variable, and*

*$\mathcal{E}i$ is the error term*

In fixing the model for the hypotheses, the various constructs assessed in the study were considered in the form of independent variables and dependent variables. The analyses was run using the SAS programme software.

## 3.8　Instrument Validity and Reliability

Current and validated instrument and literature was used to measure both the dependent and independent variables. In order to confirm the measure of internal consistency, external validity and effectiveness of the scale, selected female employees within the Ghana Civil service were used to pilot test the questionnaire. The results and remarks were used as a basis to remodel the questionnaire for the purpose of obtaining accurate data for the study. The test of Cronbach Alpha (α) scale was to measure internal reliability. After, running SAS programme, a result of 0.93 which is positive and above 0.70 in showing that the items have internal consistency and reliability in measuring work family conflict was obtained.

**Table 1: Cronbach Alpha Coefficient**

| Variables | Alpha |
|---|---|
| Raw | 0.928500 |
| Standardized | 0.929389 |

**Source: Field Data, 2020**

## 3.9 Profile of Study Organizations

### Ghana Civil Service

The Ghana Civil Service traces its history to the Colonial Service of the Gold Coast, which was set up to serve as the governance and administrative support machinery for the British imperialists in administering the Gold Coast colony at the time. The main functions of the Colonial Service was maintaining law and order, imposing and collecting taxes, and exploiting the natural resources of the Gold Coast colonial territory. Through the arrival and efforts of the Governor, Sir Gordon Guggisburg, the Colonial Service which later became the Civil Service, was further enhanced with more natives of the Gold Coast recruited to occupy positions in the Service.

In 1960, the Constituent Assembly passed the Civil Service Act, 1960 (CA.5) to give legal legitimacy to the creation of the Civil Service in addition to creating other Ministries, Departments and Agencies. The Civil Service Act, 1960 (CA.5), 1960, was further strengthened with the passage of the Civil Service (Interim) Regulations, 1960 (LI. 47) which saw the structures and operations of the Civil Service solidified. The onset of the Fourth Republic led to the passage of the Civil Service Law, 1993 (PNDCL 327) to replace the already existing laws setting up the Service. A key feature of this time was the merger of the Civil Service with the Public Service, with the Civil Service being defined to be service in a central or local government office. The passage of the Local Government Act (Act 462) and Local Government Service Act (Act 656) led to the Local Government Service being separated from the Civil Service, with this new act regulating only local government administration in Ghana (Office of the Head of the Civil Service, 2020). Since then the civil service has

over the years become indispensable in national governance in Ghana, becoming the backbone for implementing and monitoring government policy.

Presently, the legal backing for the existence and operation of the Civil Service is steeped in Article 190(1) (a) of the 1992 Constitution, which defines the Public Service of Ghana as including the Civil Service, among other institutions. The core object of the Civil Service is assisting central government to formulate and implement its policies in developing the country (Office of the Head of the Civil Service, 2018). The structure of the civil service is outlined in the figure below:

Figure 3: Organizational Structure
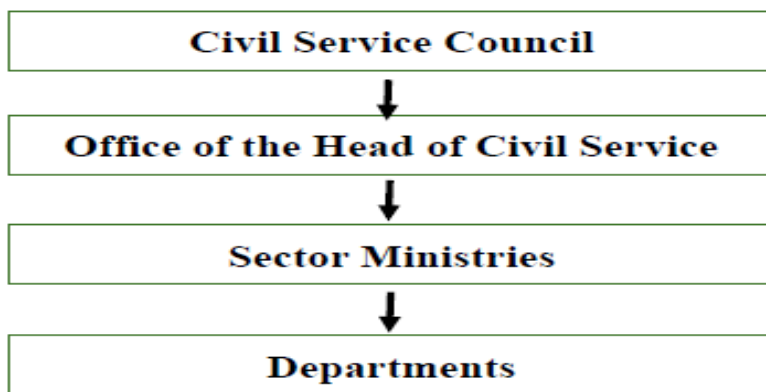


**Source: Office of the Head of the Civil Service (2018)**

The civil service is therefore an important institution in Ghana's social fabric and national governance setup.

# Chapter 4. Presentation of Data and Analysis

## 4.0 Introduction

This chapter presents the results of the analysis of data collected. The data was collected through a survey and analyzed using STATA and the SAS software programme for the descriptive statistics. It begins by presenting the demographic profile of respondents, then proceeds to findings on work family conflict and employee performance. A factor analysis is also presented on the work family conflict scale, after which the results from the hypothesis testing and findings of the study are presented. The aspects of work and family life that are negatively affected by each other and the strategies employed in addressing the challenges are presented as well.. A discussion of the findings is then undertaken to bring the chapter to a close.

## 4.1 Demographic Data

Table 2 shows the results of the demographic analysis of respondents. There were 201 female civil servants who constituted the sample population for this study. Respondents had different ages which was considered an important variable for the study. From the data, 9% of respondents were aged 18-25 years while 43% reported age ranges of 26-35 years. Also, those aged 36-45 polled 36% among respondents with those aged 46-55 years comprising 11% of the sample. Respondents having the highest ages (56 years plus) constituted 1% of the sample. Respondents having the highest ages (56 years plus) constituted 1% of the sample. Statistically, the females within different age groups were captured under the study with those in the ages 26-35 years and 36-45 years within the child bearing age constituting the larger number of the respondents.

The educational attainment of respondents shows that about 37% of respondents held Bachelors degrees with about 19% holding Diplomas/HNDs. Furthermore, about 7% held doctorate degrees, 35% held Masters degrees, about 2% held Secondary qualifications, and 1% possessed Technical qualifications. Majority of the respondents had bachelors and Masters' degree which could be related

to extensive knowledge, skills and higher employee performance. This illustrates that women in the service are highly educated and can perform better in their job responsibilities.

The job position of respondents were also captured as a vital independent variable, to know the ranks and their effect on the study. Concerning respondents' positions in their organizations, it was observed that 23% of respondents were in the junior staff category, 15% were of management staff grade, and 61% were in senior staff positions signifying that majority of them were in the middle level which can predict the human resource availability in the service for the next two decades.

**Table 2: Demographic Breakdown of Respondents**

| Item | Categories | Percent (%) |
|------|-----------|-------------|
| Age | 18-25 yrs | 9% |
| | 26-35 yrs | 43% |
| | 36-45 yrs | 36% |
| | 46-55 yrs | 11% |
| | 56 years + | 1% |
| Educational Attainment | Bachelors | 37% |
| | Diploma/HND | 19% |
| | Doctorate | 7% |
| | Masters | 35% |
| | Secondary | 2% |
| | Technical | 1% |
| Position in Organization | Senior Staff | 61.9% |
| | Management Staff | 15.42% |
| | Junior Staff | 23.38% |
| No. of Years in Service | Less than 5 yrs | 22.39% |
| | 5 – 10 yrs | 32.84% |
| | 11 – 15 yrs | 28.36% |
| | 16 – 20 yrs | 8.46% |
| | 21 – 25 yrs | 6.97% |
| | 26 years or more | 1.00% |
| Family Size | Single | 11.44% |
| | 2 – 5 persons | 54% |

| Item | Categories | Percent (%) |
|---|---|---|
| | 6 – 10 persons | 27% |
| | More than 10 persons | 8% |

Respondents were requested to state the years they had worked in the civil service. The results showed that respondents had worked for different durations in the civil service which may have translated into experience gaining on the job. The results show that 22% of respondents had been in the civil service for less than 5 years while about 33% were there for 5 to 10 years. Twenty-eight percent (28%) had been working for 11-15 years and about 9% had worked for 16-20 years. Furthermore about 7% of respondents had worked for 21-25 years while 1% had been engaged for more than 26 years. This statistics indicate that most of the respondents had worked for 5 to 10 years with those who had worked for 21 to 25 years recording the lowest.

The family size of respondents was also considered as a prime independent variable of the study. From the statistical findings of the family size of respondents, it can be observed that 11.44% of respondents were single while 54% had family sizes of between 2-5 persons, about 27% were in families of between 6-10 people, and about 8% were in families of more than 10 members. Inferring form the findings, highest family size captured was between 2-5persons which means that most of the respondents find themselves within this range which is manageable enough for the career woman.

## 4.2    Work-Life Balance
## 4.2.1  Work Family Conflict Frequencies

The analyses of the dimensions of female civil servants' work-life balance is presented in Table 3 below. Though the table presents the respective frequencies for each element of the Lickert scale, only the highest and lowest frequencies were narrated on. The first dimension assessed is Time-Based Work Family Conflict. Regarding the issue of work keeping respondents from family activities more than

they would like, most respondents (33.33%) agreed while very few (3.48%) strongly disagreed. Also, time spent on work activities preventing respondents from participating equally in household responsibilities and activities saw most respondents (42.79%) agreeing with the least (5.47%) strongly disagreeing. Finally on missing family activities due to the amount of time spent on work responsibilities, most respondents (49.25%) agreed while very few (3.98%) strongly disagreed. The second dimension assessed was Time-Based Family Work Conflict. The first item regarding time spent on family responsibilities often interfering with work responsibilities saw most respondents (42.29%) disagreeing and the least (4.98%) not being sure. Furthermore, regarding time spent with family often causing respondents not to devote attention to career-progressing activities, most respondents (45.27%) disagreed while very few (10.45%) were not sure. Also, having to miss work activities due to the amount of time spent on family responsibilities saw most respondents (48.76%) disagreeing with the least (7.46%) not being sure.

Concerning Strain-Based Work Family Conflict, most respondents (43.78%) agreed with being too tired to participate in family activities/responsibilities with the least (3.48%) strongly disagreeing. Similarly, most respondents (36.32%) disagreed that they were often so emotionally drained when they get home that they couldn't contribute to their families compared to 3.98% who strongly disagreed. Also, majority of respondents (48.76%) admitted being too stressed when they get home to do the things they enjoy compared to the least number (3.48%) who strongly disagreed.

**Table 3: Work Family Conflict Items**

| WORK FAMILY CONFLICT ITEMS | | | | | |
|---|---|---|---|---|---|
| **Time-Based Work Family Conflict** | **1 (SD)** | **2 (D)** | **3 (NS)** | **4 (A)** | **5 (SA)** |
| 1 My work keeps me from my family activities more than I would like | 3.48% | 29.85% | 7.96% | 33.33% | 25.37% |
| 2 The time I must devote to my job keeps me from participating equally in household responsibilities and activities | 5.47% | 25.37% | 8.46% | 42.79% | 17.91% |

| 3 | I have to miss family activities due to the amount of time I must spend on work responsibilities | 3.98% | 30.35% | 4.48% | 49.25% | 11.94% |
|---|---|---|---|---|---|---|
| **Time-Based Family Work Conflict** | | **1 (SD)** | **2 (D)** | **3 (NS)** | **4 (A)** | **5 (SA)** |
| 4 | The time I spend on family responsibilities often interfere with my work responsibilities | 5.47% | 42.29% | 4.98% | 33.33% | 13.93% |
| 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 | 10.95% | 45.27% | 10.45% | 22.39% | 10.95% |
| 6 | I have to miss work activities due to the amount of time I must spend on family responsibilities | 11.94% | 48.76% | 7.46% | 16.92% | 14.93% |
| **Strain-Based Work Family Conflict** | | **1 (SD)** | **2 (D)** | **3 (NS)** | **4 (A)** | **5 (SA)** |
| 7 | When I get home from work I am often too tired to participate in family activities/responsibilities | 3.48% | 23.88% | 5.97% | 43.78% | 22.89% |
| 8 | I am often so emotionally drained when I get home from work that it prevents me from contributing to my family | 3.98% | 36.32% | 7.46% | 31.84% | 20.40% |
| 9 | Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy | 3.48% | 21.39% | 4.98% | 48.76% | 21.39% |
| **Strain-Based Family Work Conflict** | | **1 (SD)** | **2 (D)** | **3 (NS)** | **4 (A)** | **5 (SA)** |
| 10 | Due to stress at home, I am often preoccupied with family matters at work | 13.93% | 44.28% | 6.97% | 22.89% | 11.94% |
| 11 | Because I am often stressed from family responsibilities, I have a hard time concentrating on my work | 13.93% | 45.77% | 8.96% | 17.91% | 13.43% |
| 12 | Tension and anxiety from my family life often weakens my ability to do my job | 14.43% | 47.76% | 1.99% | 20.40% | 15.42% |
| **Behaviour-Based Work Family Conflict** | | **1 (SD)** | **2 (D)** | **3 (NS)** | **4 (A)** | **5 (SA)** |
| 13 | The problem-solving behaviours I use in my job are not effective in resolving problems at home | 3.48% | 20.90% | 20.40% | 37.31% | 17.91% |
| 14 | Behaviour that is effective and necessary for me at work would be counterproductive at home | 1.99% | 27.36% | 15.92% | 33.83% | 20.90% |

| 15 | The behaviours I perform that make me effective at work do not help me to be a better parent or spouse | 9.95% | 37.81% | 12.44% | 21.39% | 18.41% |
|---|---|---|---|---|---|---|
| **Behaviour-Based Family Work Conflict** | | **1 (SD)** | **2 (D)** | **3 (NS)** | **4 (A)** | **5 (SA)** |
| 16 | The behaviours that work for me at home do not seem to be effective at work | 4.48% | 29.85% | 11.44% | 39.30% | 14.93% |
| 17 | Behaviour that is effective and necessary for me at home would be counterproductive at work | 3.48% | 23.88% | 16.92% | 37.81% | 17.91% |
| 18 | The problem-solving behaviour that work for me at home does not seem to be useful at work | 1.99% | 31.34% | 16.42% | 32.84% | 17.41% |

Note: *SD = Strongly Disagree; D= Disagree; NS = Not Sure; A = Agree; SA = Strongly Agree*

**Source: Field Data, 2020**

Regarding, Strain-Based Family Work Conflict, most respondents (44.28%) disagreed with being often preoccupied with family matters at work due to stress at home with the lowest (6.97%) not being sure. In the same vein, majority of respondents (45.77%) disagreed with having a hard time concentrating at work due to stress from family responsibilities compared to the least (8.96%) who were not sure. Also, majority of respondents (47.76%) disagreed that tension and anxiety from family life often weakened their ability to do their jobs while the least (1.99%) were not sure.

On Behaviour-Based Work Family Conflict, the item concerning problem-solving behaviours used at the workplace not being effective in resolving family problems had most respondents (37.31%) agreeing while the lowest (3.48%) strongly disagreed. Similarly, effective and necessary work behaviour being counterproductive at home had most respondents (33.83%) agreeing with the lowest number (1.99%) strongly disagreeing. Again on, effective work behaviours not helping respondents be better parents or spouses, majority of respondents (37.81%) disagreed while little (9.95%) strongly disagreed. For Behaviour-Based Family Work Conflict, behaviours that worked at home not seeming to be effective at work had most respondents (39.30%) agreeing with the least (4.48%) strongly

disagreeing. Furthermore, most respondents (37.81%) agreed that behaviour that is effective and necessary at home would be counterproductive at work with the least number (3.48%) strongly disagreeing. Finally, the problem-solving behaviours that worked at home not seeming to be useful at work had majority of respondents (32.84%) agreeing with the least number (1.99%) strongly disagreeing.

## 4.2.2  Summary Statistics on Work Family Conflict

Table 4 presents the summary statistics on respondents' views on work family conflict. For Time-Based work family conflict, the item with the highest recorded mean score was 1: "My work keeps me from my family activities more than I would like" (M=3.47; SD=1.253; N=201), with the least scoring item being 3: "I have to miss family activities due to the amount of time I must spend on work responsibilities" (M=3.34; SD=1.148; N=201). The overall mean score for the dimension was 3.41 with a standard deviation of 1.11. For Time-Based Family Work Conflict, item 4: "The time I spend on family responsibilities often interfere with my work responsibilities" (M=3.07; SD=1.238; N=201) recorded the highest ratings while 6: "I have to miss work activities due to the amount of time I must spend on family responsibilities" (M=2.74; SD=1.293; N=201) showed the least scores. For this dimension, the overall mean score was 2.86 with a standard deviation of 1.15. The Strain-Based Work Family Conflict dimension had 9: "Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy" being the highest-scoring item with reported scores of M=3.63, SD=1.141, and N=201. The least scoring item was 8: "I am often so emotionally drained when I get home from work that it prevents me from contributing to my family", with scores of M=3.28, SD=1.258 and N=201. The overall mean score for the dimension was 3.50 with a standard deviation of 1.06.

**Table 4: Work Family Conflict Summary Statistics**

| WORK FAMILY CONFLICT ITEMS | | | | | |
|---|---|---|---|---|---|
| **Time-Based Work Family Conflict** | N | Min | Max | Mean | SD |
| 1 My work keeps me from my family activities more than I would like | 201 | 1 | 5 | 3.472637 | 1.253195 |
| 2 The time I must devote to my job keeps me from participating equally in household responsibilities and activities | 201 | 1 | 5 | 3.422886 | 1.202195 |
| 3 I have to miss family activities due to the amount of time I must spend on work responsibilities | 201 | 1 | 5 | 3.348259 | 1.148089 |
| **Overall** | **201** | | | **3.41459** | **1.11830** |
| **Time-Based Family Work Conflict** | N | Min | Max | Mean | SD |
| 4 The time I spend on family responsibilities often interfere with my work responsibilities | 201 | 1 | 5 | 3.079602 | 1.238399 |
| 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 | 201 | 1 | 5 | 2.771144 | 1.227747 |
| 6 I have to miss work activities due to the amount of time I must spend on family responsibilities | 201 | 1 | 5 | 2.741294 | 1.293343 |
| **Overall** | **201** | | | **2.86401** | **1.15675** |
| **Strain-Based Work Family Conflict** | N | Min | Max | Mean | SD |
| 7 When I get home from work I am often too tired to participate in family activities/responsibilities | 201 | 1 | 5 | 3.587065 | 1.180522 |
| 8 I am often so emotionally drained when I get home from work that it prevents me from contributing to my family | 201 | 1 | 5 | 3.283582 | 1.258642 |
| 9 Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy | 201 | 1 | 5 | 3.631841 | 1.141832 |
| **Overall** | **201** | | | **3.50083** | **1.06517** |
| **Strain-Based Family Work Conflict** | N | Min | Max | Mean | SD |

| 10 | Due to stress at home, I am often preoccupied with family matters at work | 201 | 1 | 5 | 2.746 269 | 1.284 639 |
|---|---|---|---|---|---|---|
| 11 | Because I am often stressed from family responsibilities, I have a hard time concentrating on my work | 201 | 1 | 5 | 2.711 443 | 1.286 98 |
| 12 | Tension and anxiety from my family life often weakens my ability to do my job | 201 | 1 | 5 | 2.746 269 | 1.349 184 |
| | **Overall** | **201** | | | **2.734 66** | **1.25 624** |
| **Behaviour-Based Work Family Conflict** | | **N** | **Min** | **Max** | **Mean** | **SD** |
| 13 | The problem-solving behaviours I use in my job are not effective in resolving problems at home | 201 | 1 | 5 | 3.452 736 | 1.113 106 |
| 14 | Behaviour that is effective and necessary for me at work would be counterproductive at home | 201 | 1 | 5 | 3.442 786 | 1.156 702 |
| 15 | The behaviours I perform that make me effective at work do not help me to be a better parent or spouse | 201 | 1 | 5 | 3.004 975 | 1.317 185 |
| | **Overall** | **201** | | | **3.300 17** | **1.04 563** |
| **Behaviour-Based Family Work Conflict** | | **N** | **Min** | **Max** | **Mean** | **SD** |
| 16 | The behaviours that work for me at home do not seem to be effective at work | 201 | 1 | 5 | 3.303 483 | 1.175 771 |
| 17 | Behaviour that is effective and necessary for me at home would be counterproductive at work | 201 | 1 | 5 | 3.427 861 | 1.138 429 |
| 18 | The problem-solving behaviour that work for me at home does not seem to be useful at work | 201 | 1 | 5 | 3.323 383 | 1.148 869 |
| | **Overall** | **201** | | | **3.351 58** | **1.05 525** |

**Source: Field Data, 2020**

Regarding Strain-Based family work conflict, the highest-scoring items were 10: "Due to stress at home, I am often preoccupied with family matters at work" (M=2.74; SD=1.284; N=201), and 12: "Tension and anxiety from my family life often weakens my ability to do my job" (M=2.74; SD=1.3491; N=201), with the

least scoring item being 11: "Because I am often stressed from family responsibilities, I have a hard time concentrating on my work" (M=2.71; SD=1.286; N=201). The overall mean score for the dimension was 2.73 having a standard deviation of 1.25. For Behaviour-Based Work Family Conflict, item 13: "The problem-solving behaviours I use in my job are not effective in resolving problems at home" (M=3.45; SD=1.113; N=201) recorded the highest ratings while 15: "The behaviours I perform that make me effective at work do not help me to be a better parent or spouse" (M=3.00; SD=1.317; N=201) showed the least scores. This is complemented with an overall mean score of 3.30 with a standard deviation of 1.04. Behaviour-Based Family Work Conflict item 17: "Behaviour that is effective and necessary for me at home would be counterproductive at work" reported the highest scores of M=3.42, SD=1.138, and N=201. The least scoring item was 16: "The behaviours that work for me at home do not seem to be effective at work", with scores of M=3.30, SD=1.176 and N=201. The overall mean score for the dimension was 3.35 with a standard deviation of 1.05.

## 4.3 Employee Performance
## 4.3.1 Employee Performance Frequencies

The performance of female civil servants was assessed as well. The results of this analysis are presented in Table 5 below. Some questions in the performance scale were negative questions. These questions were therefore coded in the opposite direction to the positive questions. Regarding how often respondents' performance was higher than most workers on the job, majority (39.80%) intimated that it was most of the time while few (3.48%) said none of the time. Concerning the frequency of performance being lower than most workers, majority (38.31%) said a little of the time while the fewest (7.96%) said all of the time. Furthermore, on how often respondents didn't work when they were supposed to, majority (41.79%) said a little of the time while the least (6.47%) said all of the time.

**Table 5: Employee Performance Frequencies**

| | | All of the time | Most of the time | Some of the time | A little of the time | None of the time |
|---|---|---|---|---|---|---|
| 1. | How often was your performance <u>higher</u> than most workers on your job? | 5.97% | 39.80% | 32.34% | 18.41% | 3.48% |
| 2. | How often was your performance <u>lower</u> than most workers on your job? | 7.96% | 16.42% | 14.93% | 38.31% | 22.39% |
| 3. | How often did you do no work at times when you were supposed to be working? | 6.47% | 18.41% | 13.93% | 41.79% | 19.40% |
| 4. | How often did you find yourself not working as <u>carefully</u> as you should? | 8.46% | 16.92% | 7.96% | 46.27% | 20.40% |
| 5. | How often was the quality of your work <u>lower</u> than it should have been? | 8.46% | 16.92% | 7.46% | 46.27% | 20.90% |
| 6. | How often did you <u>not</u> concentrate enough on your work? | 7.96% | 18.41% | 11.94% | 41.79% | 19.90% |
| 7. | How often did family problems <u>limit</u> the kind or amount of work you could do? | 8.96% | 16.42% | 14.93% | 33.33% | 26.37% |

**Source: Field Data, 2020**

Also concerning how often respondents did not work as carefully as they should, majority (46.27%) said a little of the time with very few (8.46%) saying all of the time. In the same vein, majority (46.27%) of respondents hinted that a little of the time, the quality of their work was lower than it should have been with 8.46% saying it occurred all of the time. About 42% of respondents also indicated that for a little of the time they often did not concentrate enough on their work with few (7.96%) saying this occurred all of the time. This is complemented by majority (33.33%) of respondents who said that family problems often limited the amount

of work they did in a little of the time as against the fewest (8.96%) who said it was all of the time.

## 4.3.2 Summary Statistics of Employee Performance

The performance item that assessed how often respondents' performance was higher than most workers on their job had summary scores of M=2.73; SD= .946; N=201 while the item examining how often their performance was lower than most workers on their job scored M=3.50; SD= 1.229; N=201. Furthermore, the item investigating how often respondents did no work at times when they were supposed to be working had summary scores of M=3.49; SD= 1.183; N=201.

**Table 6: Employee Performance Summary Statistics**

| | | N | Min | Max | Mean | SD |
|---|---|---|---|---|---|---|
| 1. | How often was your performance <u>higher</u> than most workers on your job? | 201 | 1 | 5 | 2.736318 | .9461101 |
| 2. | How often was your performance <u>lower</u> than most workers on your job? | 201 | 1 | 5 | 3.507463 | 1.229306 |
| 3. | How often did you do no work at times when you were supposed to be working? | 201 | 1 | 5 | 3.492537 | 1.18372 |
| 4. | How often did you find yourself not working as <u>carefully</u> as you should? | 201 | 1 | 5 | 3.532338 | 1.228902 |
| 5. | How often was the quality of your work <u>lower</u> than it should have been? | 201 | 1 | 5 | 3.542289 | 1.232661 |
| 6. | How often did you <u>not</u> concentrate enough on your work? | 201 | 1 | 5 | 3.472637 | 1.224948 |
| 7. | How often did family problems <u>limit</u> the kind or amount of work you could do? | 201 | 1 | 5 | 3.517413 | 1.284891 |

**Source: Field Data, 2020**

Similarly, the performance item assessing how often respondents' found themselves not working as carefully as they should had summary scores of M=3.53; SD=1.228; N=201 with the item investigating how often the quality of their work was lower than it should have been scoring M=3.54; SD= 1.232; N=201. In the same vein, how often respondents did not concentrate enough on their work had summary scores of M=3.47; SD= 1.224; N=201, and finally how often family problems limited the kind or amount of work respondents could do scored M=3.51; SD= 1.284; N=201.

## 4.4    Factor Analysis on Work Family Conflict Scale

A factor analysis was performed to test the reliability of the scale used in measuring work family conflict. This measured the internal consistency and reliability to ascertain the effectiveness of the scale and the specific items contained in the scale. The results of the factor analysis are presented in Figure 4 below. In all there were 18 factors in the work family conflict scale, which has already been discussed in the preceding sections. The factors comprised time-based work family conflict (ftw) having 3 questions (Q1 – Q3), time-based family work conflict (ftf) also having 3 questions (Q4 – Q6), strain-based work family conflict (fsw) having 3 questions (Q7 – Q9), strain-based family work conflict (fsf) having 3 questions (Q10 – Q12), behaviour-based work family conflict (fbw) which also has 3 questions (Q13 – Q15), and behaviour-based family work conflict (fbf) also having 3 questions (Q16 – Q18). Figure 4 shows the factors obtained, factor loadings and question numbers that compose each set of factors. The results show that all the alpha scores are greater than 0.5 for each question item, implying strong internal consistency and reliability of each question in measuring work family conflict (Figure 4) and Table 7.

**Figure 4: factor Analysis Diagram**
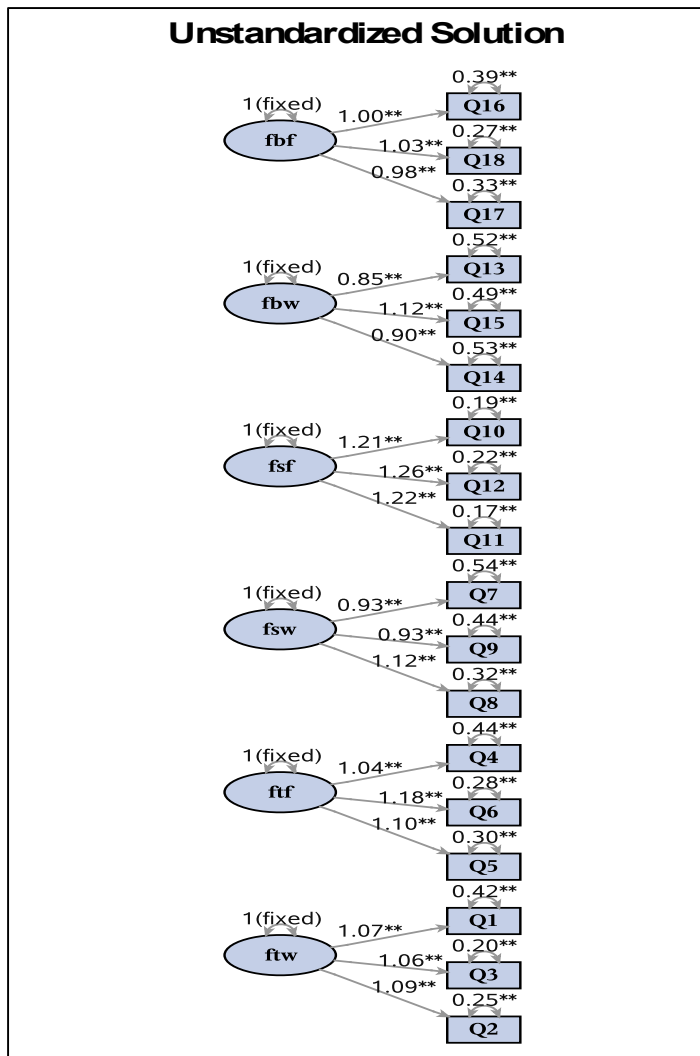
After this, internal consistency and reliability of the instrument was assessed. Table 8 presents the results of this analysis. From the observation from this table, all the dimensions have Cronbach Alpha's greater than 0.7, which shows that the respective variables are reliable and consistent in measuring the dimensions of work family conflict and are therefore suitable for the study.

**Table 7: Cronbach Alpha Coefficient for Work Family Conflict Dimensions**

| Cronbach Coefficient Alpha | |
|---|---|
| **Construct** | **Cronbach's Alpha** |
| Time Based Work Family Conflict | 0.92 |
| Time based Family Work Conflict | 0.91 |
| Strain Based Work Family Conflict | 0.92 |
| Strain based Family Work Conflict | 0.92 |
| Behaviour Based Work Family Conflict | 0.91 |
| Behaviour based Family Work Conflict | 0.91 |

**Source: Field Data, 2020**

## 4.5    Correlation Analysis

Table 9 below presents the results of the Pearson's Correlation analysis undertaken to examine the association among the constructs.

**Table 8: Inter-Item Correlation Matrix**

| | Time | Strain | Behaviour | Family Size | Position | EP |
|---|---|---|---|---|---|---|
| **Time** | 1.00000 | | | | | |
| **Strain** | 0.84261 | 1.00000 | | | | |
| | <.0001** | | | | | |
| **Behaviour** | 0.76582 | 0.76217 | 1.00000 | | | |
| | <.0001** | <.0001** | | | | |
| **Family Size** | 0.46348 | 0.46374 | 0.34294 | 1.00000 | | |
| | <.0001** | <.0001** | <.0001** | | | |
| **Position** | 0.06021 | 0.19640 | 0.22496 | -0.34335 | 1.00000 | |
| | 0.3958 | 0.0052 | 0.0013 | <.0001** | | |
| **Employee Performance** | -0.75005 | -0.77915 | -0.66681 | -0.44197 | 0.15742 | 1.00000 |
| | <.0001** | <.0001** | <.0001** | <.0001** | 0.0256 | |

**Source: Field Data, 2020**                                   **\*\* shows significance**

From the table above, Time based conflict recorded a strong negative (-0.75) correlation with employee performance at 0.05 significance level. Strain based conflict also has a strong negative correlation (-0.07) with employee performance with p value of <.0001 which is also less than 0.05. In the case of Behaviour based conflict, there is a strong negative correlation with employee performance. The correlation coefficient (r= -0.44 and p-value <.0001) between family size and employee performance is negatively significant at 0.05 level. However, a

comparison of the association between the various independent variables had a different trend. There is a weak positive correlation between job position and employee performance at 0.05 confidence level. Family size however recorded a positive weak association (0.463) with time-based conflict. A strong negative relationship was observed between time-based conflict and employee performance (-0.750) while a weak positive relationship was recorded with job position (0.060). Strain-based conflict recorded a strong positive relationship with behaviour-based conflict (0.762) and a weak positive relationship with family size (0.463). It however recorded a weak positive relationship with position (0.196) and a strong negative relationship with performance (-0.779). Behaviour-based conflict showed a weak positive relationship with family size (0.342) and a weak negative relationship with position (-0.343), though a relatively strong negative relationship was found with performance (-0.666). Family size saw a low negative association between itself and position (-0.343) as well as low negative association with performance (-0.441). Finally job position reported a weak positive relationship with performance (0.157).

## 4.6    Variance Inflation Factor Test

The table shows that a strong positive association exists between time-based conflict and strain-based conflict (0.842) as well as behaviour-based conflict (0.765).  These results indicated a possibility of having multicollinearity problem as the above mentioned independent variables have correlation coefficients above 0.5. Therefore, before conducting linear regression, Variation Inflation Factor (VIF) test was performed to verify whether there were high correlation impact among independent variables by checking the severity of multicollinearity of the model.

**Table 9: VIF Test Results**

| Variable | Variance Inflation |
|---|---|
| **Intercept** | 0 |
| **Time** | 4.33073 |
| **Strain** | 4.17658 |
| **behaviour** | 2.86362 |
| **Family size** | 1.31531 |
| **Position** | 1.13402 |

**Source: Field Data 2020**

According to the results here, the VIF scores of all the independent variables in the model are in between 1.13 and 4.33. Therefore, it indicated that there is no multicollinearity problem in this model as the VIF is less than 10.

## 4.7    Findings of the Study

The effect of work-family conflict on performance was assessed. The analysis was undertaken at two levels; first was to examine performance using the total of 201 respondents (single respondents plus respondents whose family sizes were two or more) of the study, and the second examined performance by eliminating single respondents from the analysis. Table 10 and Table 12 show the results of this analysis. The various dimensions of work family conflict were merged to attain a new variable called overall work family conflict. For the analysis involving the entire dataset (201 respondents), the results show an adjusted R-squared of 0.6801, implying about 68% of the variation in the dependent variable in this model is explained by the independent variables.

The results show that time-based work family conflict was not a significant predictor of employee performance (p=0.995). In this regard, time-based work family conflict does not have an effect on employee performance. Similarly, time-based family work conflict was not significant in predicting employee performance (p=0.831). Time-based family work conflict then does not determine how well employees will perform on their jobs. As was the case with the other

dimensions, strain-based work family conflict (p=0.267) was also not significant in predicting employee performance. This implies that strain-based work family conflict does not affect how employees perform at work. Strain-Based family work conflict was however significant (p=0.004) in predicting employee performance. This implies that a unit increase in Strain-Based FWC would decrease employee performance by about 0.24 units. Employees suffering from strain-based family work conflict would therefore see a drop in their performance if left untreated. Management therefore needs to take issues of strain-based family work conflict seriously.

From Table 10, it can be observed that Behaviour-based work family conflict was significant (p=0.000) in predicting employee performance. The implication of this is that a unit increase in behaviour-based work family conflict would decrease employee performance by 0.35 units. Consequently, as behaviour-based work family conflict increased in the civil service, it would cause a decrease in how female employees performed on the job. Behaviour-Based family work conflict was not found to be significant (p=0.634) in predicting employee performance of female civil servants. Consequently, behaviour-based family work conflict does not affect how female employees perform on the job, or their output for that matter.

Of the family sizes assessed in this study, only a family size of more than 10 persons was the only significant family type (p=0.004) among the lot in predicting performance. This means that a unit increase in a family size of more than 10 persons would decrease work performance by 0.43 units. This is understandable as having larger families to deal with means more work at home, which may reduce the energy and attention women have left to commit to their work. Large family sizes therefore have implications for how women perform at work. Job position (p=0.010) was also found to be significant in this model in predicting employee performance. A unit increase in job position increases employee performance by about 0.12 units. This can be explained by the fact that as women's position rise at work, they have greater resources as well as subordinates at their disposal to assist them in performing their functions. This may impact how well they achieve their targets and ultimately perform on the job.

**Table 10: Effect of Work-Family Conflict on Employee Performance**

| Empl. Perf. | Coeff. | Std. Err. | P-values | [95% Conf. Interval] | |
|---|---|---|---|---|---|
| Time-Based WFC | -.0039522 | .6703048 | 0.995 | -1.326147 | 1.318243 |
| Time-Based FWC | .0710045 | .3323869 | 0.831 | -.5846379 | .726647 |
| Strain-Based WFC | -.0907847 | .0814965 | 0.267 | -.251539 | .0699695 |
| Strain-Based FWC | -.2395891 | .0823955 | 0.004** | -.4021165 | -.0770617 |
| Behaviour-Based WFC | -.3505568 | .0904499 | 0.000** | -.5289717 | -.1721419 |
| Behaviour-Based FWC | .0404873 | .0848301 | 0.634 | -.1268424 | .2078171 |
| | | | | | |
| Family Size | | | | | |
| 6-10 persons | -.1123395 | .0878266 | 0.202 | -.2855799 | .0609009 |
| More than 10 persons | -.4398212 | .1489957 | 0.004** | -.7337194 | -.1459231 |
| Single | -.1741905 | .1458566 | 0.234 | -.4618968 | .1135158 |
| | | | | | |
| Job Position | .1194452 | .0458165 | 0.010** | .0290709 | .2098196 |
| Cons | 5.103671 | .2294608 | 0.000 | 4.651053 | 5.556289 |

**Adj. R-squared = 0.6801**          **** shows significance**

**Source: Field Data, 2020**

## Further Regression Analysis

A second level of the analysis was performed involving only respondents with family sizes of 2 or more persons (178 respondents). For this analysis, the results show an adjusted R-squared of 0.7152, implying about 72% of the variation in the dependent variable is explained by the independent variables. From Table 12, it can be observed that Time-Based work family conflict (p=0.957), Time-Based family work conflict (p=0.795) and Strain-Based work family conflict (p=0.231) were all not significant in predicting employee performance. Strain-Based family work conflict however was significant (p=0.011), implying that a unit increase in Strain-Based FWC would decrease employee performance by .094 units. Similarly, Behaviour-Based work family conflict was significant (p=0.000) in predicting employee performance. The implication is that a unit increase in behaviour-based work family conflict would decrease employee performance by 0.38 units. Behaviour-Based family work conflict was however not significant (p=0.824) in predicting employee performance.

**Table 11: Effect of Work-Family Conflict on Employee Performance**

| Employee Performance | Coeff. | Std. Err. | P-values | [95% Conf. Interval] | |
|---|---|---|---|---|---|
| Time-Based WFC | .0363722 | .6809076 | 0.957 | -1.307865 | 1.38061 |
| Time-Based FWC | .0864824 | .3325296 | 0.795 | -.5699926 | .7429574 |
| Strain-Based WFC | -.1017432 | .0846442 | 0.231 | -.2688465 | .0653601 |
| Strain-Based FWC | -.2175825 | .0849384 | 0.011** | -.3852667 | -.0498983 |
| Behaviour-Based WFC | -.3836778 | .0925554 | 0.000** | -.5663994 | -.2009563 |
| Behaviour-Based FWC | .0203112 | .0911963 | 0.824 | -.1597271 | .2003495 |
| | | | | | |
| Family Size | | | | | |
| 6-10 persons | -.0946533 | .086203 | 0.274 | -.264834 | .0755274 |
| More than 10 persons | -.4063558 | .1460246 | 0.006** | -.6946354 | -.1180762 |
| | | | | | |
| Job Position | .1186107 | .0472734 | 0.013** | .0252843 | .2119371 |
| Cons | 5.182997 | .2322086 | 0.000 | 4.724574 | 5.64142 |
| Adjusted R-squared = 0.7152 | | | | | |

**Source: Field Data, 2020**                               **\*\* shows significance**

Though a family size of between 6-10 persons was not significant (p=0.274), a family size of more than 10 persons was significant (p=0.006) in predicting employee performance, implying a unit increase in a family size of more than 10 persons would decrease performance by 0.41 units. Job position was also significant (p=0.013) in predicting employee performance. This means that a unit increase in job position will increase employee performance by about 0.12 units.

In essence, no difference in the results was observed between the dataset including singles (total dataset) and those excluding singles in its analysis. Furthermore, only four of the study's null hypothesis were rejected. Those hypotheses involved the independent variables of Behaviour based work family conflict, Strain-based family work conflict, family size (more than 10 members) and job position; which were significant in predicting employee performance. The other remaining hypotheses involving Behaviour based family work conflict, Time-based work family conflict,

Time-based family work conflict, Strain-based family work conflict, and family size (single, 6-10 persons) were not rejected.

**Regression Analysis of Combined Work Family Conflict Dimensions**

The respective six work family conflict dimensions were combined into three dimensions namely time based conflict, strain based conflict and behaviour based conflict (Table 13). The results of the analysis show that time based conflict (p<.0001) and strain based conflict (p<.0001) were significant in predicting performance. Behaviour based conflict was however not significant in predicting performance (p=0.3761). Family size was also found not to be significant (p=0.0764) in predicting performance. Job position was however found to be significant (p=0.0123) in predicting employee performance.

**Table 12 Effect of Combined Work-Family Conflict on Employee Performance**

| Parameter Estimates | | | | | | |
|---|---|---|---|---|---|---|
| **Variable** | **Label** | **DF** | **Parameter Estimate** | **Standard Error** | **t Value** | **Pr > \|t\|** |
| **Intercept** | Intercept | 1 | 6.01006 | 0.18245 | 32.94 | <.0001 |
| **Time** | | 1 | -0.26474 | 0.07339 | -3.61 | 0.0004 |
| **Strain** | | 1 | -0.33338 | 0.07086 | -4.70 | <.0001 |
| **behaviour** | | 1 | -0.05499 | 0.06199 | -0.89 | 0.3761 |
| **Family size** | Family size | 1 | -0.09753 | 0.05475 | -1.78 | 0.0764 |
| **Position** | Position | 1 | -0.15957 | 0.06318 | -2.53 | 0.0123 |

**Source: Field Data, 2020**

## 4.8    Analysis of Qualitative Responses

### 4.8.1    Aspects of Work Life Negatively Affecting Family Life and of Family Life Negatively Affecting Work Life

The interface between work life and family life was assessed in the study. The first question respondents were asked was "*Which specific aspects of your work life negatively affects your family life?*" in general, the most dominant theme that arose

from responses to the question bordered on the workload and schedules at work, which forced them to spend part of family time doing work-related activities. The most dominant themes from the responses that came up to this question therefore included over-time periods, having to close late owing to deadlines at work, and taking work home to do. Additionally, some respondents mentioned that they had to travel to work out of town, which was another aspect of their work life which affected their family life. These were the dominant themes from the responses.

A further question then asked respondents was "*Which specific aspects of your family life negatively affects your work life?*" To this question respondents gave varied answers. Of the answers given, the most dominant themes regarded caring for family members and performing household duties/chores. Most respondents intimated that taking care of their toddlers and aged parents were a predominant family task that interfered with their work lives. This is understandable since those categories of persons need extra help to be able to go about their daily lives. Furthermore, respondents also mentioned that dropping children off at school in the morning and picking them up from school after school closed was a major aspect of family life which negatively impacted their work lives. Some respondents also intimated that having to bear children and care for them throughout the course of their careers also negatively impacted their work life. Again, family members falling sick and having health-related issues requiring attention as well as performing household chores tended to negatively impact their work lives. Consequently, making time to care for family members in meeting their needs, in addition to performing domestic chores were the major themes that stood out as aspects of family life negatively impacting work life.

From the responses to both questions posed above, it was hereby evident that work life and family life both negatively impact each other.

### 4.8.2   Challenges Faced in Managing Work Family Conflict

Respondents were then quizzed on the challenges they faced in trying to blend their work and family lives. The specific question asked was "*What challenges have you faced in trying to manage work-family conflict?*" To this question, the themes that were predominant in the data regarded making time to pursue goals

and targets in both their work and family lives. While some respondents said that they were unable to pursue further education, others hinted that there was miscommunication between them and their family members and colleagues at work. Some respondents also stated that they were unable to meet strict official deadlines resulting in a queries from management. Some respondents also stated that they had challenges getting home on time to take care of their families, they did not receive any support from home in fulfilling their domestic responsibilities, they were stressed and getting drained emotionally and physically, and were losing focus. Consequently, female civil servants face daunting challenges in trying to manage the conflict arising from their work and family lives. Concerted efforts therefore need to be made to assist them in managing this work-family conflict.

## 4.8.3 Strategies Adopted By Women in Managing Work Family Conflict

In order to enrich the study, respondents were engaged on the strategies they employed in addressing the challenges emanating from the friction between their work and family lives. Specifically, the question posed was "*Over the years, what strategies have you adopted in managing the conflict arising between your work and family life?"* The responses show that the themes which constitute the principal strategies include engaging in time management, getting domestic help to assist with performing duties at home, and asking for time off from work to take care of family responsibilities. For a substantial number of respondents however, planning work and family schedules ahead of time as well as making necessary arrangements ahead of time helped them organize their lives effectively, which greatly assisted them in reducing the conflict between their work and family lives. This shows that different women adopt different strategies to achieve a balance in both aspects of their life. It is paramount for strategies to be context specific when female employees want to use those that have worked for others. In essence, female employees strive to keep their family lives separate from their work life and recruit others to assist them manage things at work and at home in order to effectively manage the conflict arising from both sides.

### 4.8.4 Ways Human Resource Departments and Government Can Support Female Employees in Managing Work Family Conflict

The ways in which Human Resources Departments and the government can support female civil servants in managing work family conflict were assessed as well. The first question posed in investigating support from HR departments was "*In your view, how can your Human Resources department support female employees in managing work-family conflict?*" The suggestions respondents made to their human resources departments displayed some predominant themes. These themes can be summarized as providing greater lengths of time for maternity leave, providing the resources women need to effectively manage their lives, and offering training programmes to female employees on conflict management. Specifically, some respondents indicated that their human resources department should consider extending the duration of maternity leave and providing flexible working schedules as well as setting up a civil service crèche or pre-school and basic school within the ministerial enclave to enable civil service parents have their children's schools near to their offices and so manage their times effectively. HR departments were also advised to schedule leave times to suit mothers with children, introduce flexible working hours, and educating and training staff to be able to balance their work and family lives. The flexible working hours and compressed week which have been discussed in the literature have benefited employees in some developed nations and can do same for female employees in the civil service. Predominantly however, there was a general call for human resource departments to be more understanding of female employees' needs and to empathize with them. This will motivate HR departments to offer women the flexibility they need to manage their work and family lives.

Respondents were also asked the role of governmental support for female employees with the question "*In your view, how can government support female employees in managing work-family conflict?*" The most dominant theme among the responses centered on providing longer maternity leave than what currently pertained. While some respondents wanted government to extend maternity leave

and allow female employees to report to work after 10:00 and also work from home if they can, others specifically requested that government extend the maternity leave policy to a year in the case of female staff who are nursing mothers. Since government is the major stakeholder in policy formulation and implementation, most respondents proposed a 6-month increment to help them fully recover and plan the child's care after delivery. Other respondents also suggested that government should make and enforce a paternal leave policy to ensure that women received all the support they need from their partners. In addition, another theme regarded providing flexible working hours to women and including early closing times compared to men, and providing nursing areas at government work places so that when women return from maternal leave, they can bring their babies along. This ties in with the request for government to make female-centered policies that support women in comfortably managing their work and family lives since they have more responsibilities at home. To conclude then, Human Resources Departments and government can contribute significantly in helping female employees develop strategies to assist them in managing their work life conflict.

## 4.9    Discussion of Findings

This study has found that some dimensions of both work family conflict and family work conflict have an effect on employee performance. Specifically, the study found that Behaviour-Based Work Family Conflict predicts employee performance. This finding regarding the effect of work family conflict on performance is supported by numerous studies in the literature. Frye & Breaugh, (2004) found that workers experiencing greater work-family conflict also exhibited lower job satisfaction, lower productivity and lower organizational commitment. Work-life conflict also been found to lead to depression, which further causes reduced productivity and greater absenteeism (Seligman, 2011), low morale (Brought, O'Driscoll & Kalliath, 2005), in addition to higher staff turnover, lower productivity and poor work quality (Seligman, 2011).

 In addition, this present study also found Strain-Based Family Work Conflict to be significantly associated with performance of female employees. This finding is

also supported in the literature. Home activities have been found to frequently affect married women's attention and performance on the job (Leaptrott & Mcdonald, 2011). Family Work Conflict has also been shown to negatively impact employee loyalty (Olsen, 2004), leading to greater absenteeism and loss of focus increased errors, injuries and/or costly mistakes (Ajala, 2017). Family work conflict has also been observed to lower work performance (Allen et al., 2000), quality of goods and services, and a growing feeling of interpersonal conflict (Ajala, 2017), job satisfaction (Carly et al., 2002; Carlson et al., 2010), family satisfaction (Karatepe and Baddar, 2006; Wayne et al., 2004), and marital satisfaction (Kinnunen and Mauno, 1998).

In this current study, a large family size (more than 10 persons) was found to be significantly associated with, and causing a decline, in performance. Job position as well was found to be a significant predictor of employee performance. This finding is supported in the literature as well. Parental demands have been found to be one of the highest causes of work-family conflict (Parasuraman and Simmers 2001), with having a child less than six years old being found to be positively related to work–family conflict (Byron 2005; Parasuman and Simmers 2001). A larger family size is also positively related to family work conflict (Grzywacz and Marks 2000). Similarly, spending greater time doing housework has also been found to increase family-work conflict (Parasuraman and Simmers 2001).

Respondents indicated that they employed strategies such as seeking family and friends as well as work colleague support, and getting domestic help, in assisting them to effectively manage their work family conflict. Numerous studies show that support from supervisors and colleagues minimizes work–family conflict (Kossek et al. 2011). Workplace support minimizes stress arising from combining work and family responsibilities, which then reduces work–family conflict (Frye and Breaugh 2004). In the family setting, spousal support aids in reducing family-work conflict. Numerous studies show that emotional and instrumental support from spouses leads to lower family-to-work conflict (Lapierre and Allen 2006).

This present study contributes to the literature by showing that work-family conflict does impact employee performance. Management of the civil service as

well as private organizations need to focus on creating a congenial environment which enables their employees successfully manage the conflict arising from their work lives. Women also need to develop strategies to minimize the effect of the conflict arising from their families on their work lives. This is because less stressed employees work more efficiently, thereby achieving greater results when compared to their colleagues who are stressed from not being able to manage their work family conflict.

## 4.10   Research Hypothesis

The study's hypotheses were tested using regression analysis. The study hypothesized that the six dimensions of work family conflict i.e. time-based work family conflict, time-based family work conflict, strain-based work family conflict, strain-based family work conflict, behaviour-based work family conflict, and behaviour-based family work conflict all had an effect on employee performance. Furthermore, family size and job position were also hypothesized to affect employee performance. The results of the analysis regarding these hypotheses are presented below.

**Hypothesis One (H1): Time-Based Work Family Conflict has an effect on Employee Performance**

The results show that time-based work family conflict was not a significant predictor of employee performance (p=0.995). In this regard, time-based work family conflict does not have an effect on employee performance. Based on this, there was no sufficient evidence to reject the first null hypothesis of this study.

**Hypothesis Two (H2): Time-Based Family Work Conflict has an effect on Employee Performance**

The second independent variable time-based family work conflict was not significant in predicting employee performance (p=0.831). Time-based family work conflict then does not determine how well employees will perform on their jobs. This leads us not to reject the second null hypothesis.

**Hypothesis Three (H3): Strain-Based Work Family Conflict has an effect on Employee Performance**

As was the case with the other dimensions, strain-based work family conflict (p=0.267) was also not significant in predicting employee performance. This implies that strain-based work family conflict does not affect how employees perform at work. This third null hypothesis is therefore not rejected.

**Hypothesis Four (H4): Strain-Based Family Work Conflict has an effect on Employee Performance**

Strain-Based family work conflict was significant (p=0.004) in predicting employee performance. This implies that a unit increase in Strain-Based FWC would decrease employee performance by about 0.24 units. Employees suffering from strain-based family work conflict would therefore see a drop in their performance if left untreated. Management therefore needs to take issues of strain-based family work conflict seriously. The results leads to reject the forth null hypothesis of the study.

**Hypothesis Five (H5):  Behaviour-Based Work Family Conflict has an effect on Employee Performance**

From Table 10, it can be observed that Behaviour-based work family conflict was significant (p=0.000) in predicting employee performance. The implication of this is that a unit increase in behaviour-based work family conflict would decrease employee performance by 0.35 units. Consequently, as behaviour-based work family conflict increased in the civil service, it would cause a decrease in how female employees performed on the job. The study's fifth null hypothesis is therefore rejected.

**Hypothesis Six (H6):  Behaviour-Based Family Work Conflict has an effect on Employee Performance**

Behaviour-Based family work conflict which is the sixth independent variable was not found to be significant (p=0.634) in predicting employee performance of female civil servants. Consequently, behaviour-based family work conflict does

not affect how female employees perform on the job, or their output for that matter. The sixth null hypothesis is also not rejected.

**Hypothesis Seven (H7): Family Size has an effect on Employee Performance**
Of the family sizes assessed in this study, only a family size of more than 10 persons was the only significant family type (p=0.004) among the lot in predicting performance. This means that a unit increase in a family size of more than 10 persons would decrease work performance by 0.43 units. Consequently, the seventh null hypothesis of this study is rejected as it pertains to a family size of more than 10 persons.

**Hypothesis Eight (H8): Job Position has an effect on Employee Performance**
Job position (p=0.010) was also found to be significant in this model in predicting employee performance. A unit increase in job position increases employee performance by about 0.12 units. In this regard, the eighth null hypothesis is rejected.

**Table 13: Summary Table of Hypothesis Test Results**

| Hypothesis | P-value | Statistically Significant |
|---|---|---|
| **H1:** Time-Based Work Family Conflict has an effect on Employee Performance | 0.995 | No |
| **H2:** Time-Based Family Work Conflict has an effect on Employee Performance | 0.831 | No |
| **H3:** Strain-Based Work Family Conflict has an effect on Employee Performance | 0.267 | No |
| **H4:** Strain-Based Family Work Conflict has an effect on Employee Performance | 0.004 | Yes |
| **H5:** Behaviour-Based Work Family Conflict has an effect on Employee Performance | 0.000 | Yes |
| **H6:** Behaviour-Based Family Work Conflict has an effect on Employee Performance | 0.634 | No |
| **H7:** Family Size has an effect on Employee Performance | 0.004 | **Yes** |
| **H8:** Job Position has an effect on Employee Performance | 0.010 | **Yes** |

**Source: Field Data, 2020**

# Chapter 5. Summary, Conclusion and Recommendations

## 5.0    Introduction

The chapter starts by giving a summary of the study, and then proceeds to give a conclusion to the study and finally recommendations.

## 5.1    Summary

The study examined the effect of work family conflict on employee performance of female employees in the Ghana Civil Service. The objectives of the study were to explore work-life conflict among female employees in the civil service, examine the effect of work life conflict on employee performance and to investigate strategies adopted by female civil servants in achieving work life balance.

The findings of the study show that work family conflict exists among Ghanaian female civil servants. The six dimensions of work family conflict examined i.e. Behaviour-Based Work Family Conflict, Behaviour-Based Family Work Conflict, Time-Based Work Family Conflict, Time-Based Family Work Conflict, Strain-Based Work Family Conflict, and Strain-Based Family Work Conflict, were all found to be present among respondents of the study. It can therefore be said that Ghanaian female civil servants have to deal with conflict arising from their work and family lives, which has implications for their careers and family outcomes if not properly managed.

The analysis of the effect of work family conflict on employee performance was undertaken at two levels; (1) with the dataset having respondents with a family size of 2 or more persons (excluding single respondents), and (2) with the full dataset including single respondents. The results of the analysis involving only respondents with family sizes of 2 or more members (178 respondents) showed that only two of the work family conflict dimensions were significant i.e. Behaviour-Based Work Family Conflict (p = 0.000, coeff = -.3836778) and Strain-Based Family Work Conflict (p = 0.011, coeff = -.2175825). The remaining dimensions of work family conflict were all not significant. Furthermore, a family

size of more than 10 persons was significant (p=0.006) in predicting employee performance, as was job position (p=0.013).

The analysis having the total respondent size including single respondents (201 respondents) similarly showed that the same work family conflict dimensions were significant as in the previous analysis i.e. Behaviour-Based Work Family Conflict (p = 0.000, coeff = -.3505568) and Strain-Based Family Work Conflict (p = 0.004, coeff = -.2395891). The remaining dimensions of work family conflict were once again not significant. Once again a family size of more than 10 persons was the only significant family type (p=0.004) in predicting performance, as well as job position (p=0.010).

On the aspects of work life that negatively affected family life, respondents mentioned dynamics such as over-time periods, late closing times, meeting deadlines, taking work home, travelling out of town for work, dealing with difficult clients and their relatives, as well as insufficient logistics to work with. The dominant aspects of family life which negatively impacted work life included caring for toddlers and aged parents, having to reach home before 5pm, taking children to school in the morning and picking them up from school, child bearing and caring, household chores, spending time with the family, and dealing with family emergencies. The challenges respondents faced in managing work family conflict included the inability to pursue further education, inability to meet strict official deadlines, getting home on time to take care of the family, lack of support from one's family, as well as suffering stress. Female civil servants therefore face challenges in managing work family conflict.

## 5.2    Lessons

The key lessons learnt this study are:

Women in Ghana are insufficiently served by the existing 3-month maternity leave policy. For the most part delivering a child and returning to work after 3 months does not only prevent women from adequately nursing their babies, but also does not allow them to fully recover their strength before returning to work. There is also the added psychological discomfort of leaving their 3-month old baby in the hands of external family members or total strangers in the case of nannies and

domestic helps. A better, more-responsive maternity leave policy is therefore required.

Secondly, Work-life conflict affects female employees in Ghana's civil service. This is especially true in Ghana where managing the home and performing domestic chores are considered to be the responsibility of women. It can therefore be very challenging for women to manage the responsibilities arising from their homes in addition to the schedules and deadlines they have to meet at work. This has consequences for both the psychological and physical health of female employees. Greater attention therefore needs to be paid by the country to the situation of women employees in order to effectively address the phenomenon.

One of the factors that impact female employee performance in Ghana is work-family conflict. This assertion is true both in the civil service and in the private sector. In the civil service this has implications for the efficiency with which government services are provided to the citizenry. A concerted effort needs to be made to address work-family conflict if public service provision is to be improved as well.

## 5.3    Conclusion

This study has shown that aspects of work family conflict, family size and job position significantly impact employee performance. It becomes imperative unearthing ways to successfully manage the conflict in the work and family life of respondents. Work family conflict therefore has a rippling effect on other workplace variables. Stakeholders therefore need to find innovative responses to assist female civil servants adequately manage their work family conflict in order to boost their efficiency and productivity. This will ensure that they are able to better achieve their targets, which will ultimately lead to the success of their organizations and the nation as a whole.

## 5.4    Recommendations

Based on the study's outcomes, the following recommendations are made for consideration:

➤ **Institute Female-Friendly Maternity Leave Policy**

The study's findings show that strain-based conflict was significant in predicting performance across all the analysis. This shows that women are strained in how they manage their work and family lives, and also that female civil servants required more time to properly deal with issues pertaining in their family lives in order to reduce the strain. It is evident that Ghana's 3-month maternity leave is inherently insufficient in helping women adequately manage their work family lives. It is therefore recommended that a policy be instituted which provides comprehensive maternity leave of not less than six (6) months for female civil servants. This will allow them spend quality time recover fully after birth, achieve the MOHs policy of six months exclusive breastfeeding as well as focusing on the issues that require attention in their family lives in order to adequately address them.

➤ **Institute Comprehensive Paternity Leave Policy**

A number of respondents also complained of very little support from their families. Ghana does not currently have a paternity leave policy in place. Consequently, male partners are not able to make the time to support their wives to care for their families as they have to work. This puts undue pressure on women as the primary caregivers in their families. Concerted efforts need to be made to free up men to support their female partners in caring for the home. It is recommended that a paternity leave policy be rolled out by government that allows men have the time to contribute to the holistic development of their homes. This will go a long way in taking the pressure off women, and ultimately reduce the conflict in their work and family lives.

➤ **Provide Family-Friendly Support Services at the Workplace**

Most respondents worried about leaving their 3 month old babies in the care of other family members or total stranger nannies (those who could afford) and picking up their children from school and having to get home before 5pm in order to spend time with their children and supervise them to do assignments for

their next day school session. This made them not to concentrate effectively on their jobs. It is recommended that employers provide family-friendly support services on-site at the workplace. This can include care giving centers around or within the workplaces where babies could be kept and taking care of while mothers work and visit to breastfeed them during break times to achieve the exclusive breastfeeding policy being implemented. Also, picking children from school and bringing them to the workplace, having a children's bay at the workplace to keep children after close of school till parents close work and pick them up, and having play sites to engage the children till their mothers close from work to pick them up.

> **Develop Responsive Home Management Strategies**

Women have several domestic responsibilities aside their work responsibilities. This includes performing household chores, giving care to children and older family members, running errands such as dropping children in school and picking them up after school, as well visiting the market and shopping for groceries. Combining these activities with work life may heighten stress and lead to burnout. It is therefore recommended that female civil servants develop home management strategies that are responsive to their peculiar needs. This can involve getting professional domestic help and/or inviting extended family members to help out domestically. Male partners can also be roped into this arrangement. This will help women manage their families in such a way as to minimize the pressure on them and allow them experience fulfilling work and family lives.

## 5.5    Policy Implications

The study offers several opportunities for developing policies to address the issue of work family conflict among female employees. These policy implications are discussed below.

The first policy implication is to develop a new national maternity leave policy. It is obvious that the current 3-month maternity leave policy in force is highly inadequate in meeting the needs of female employees in this modern 21st century. This requires enactment of a new legislation to eliminate the old policy and roll out a more responsive policy suitable for the nation at this stage of its development.

The study recommends that the duration of this new maternity leave be at least of a six (6) months duration with the possibility of further 1-month extensions subject to review for a total of 3 additional months. This will allow female employees to rest well and institute effective strategies to enable them resume work more effectively.

The second policy implication pertains to developing a paternity leave policy. In Ghana, a national paternity leave policy does not currently exist to regulate how men are given freedom in supporting their female partners who deliver children. The time is right for such a national paternity leave policy to be developed and adopted. A paternity leave policy can therefore be developed from the findings of this study. This policy should be at least of a three (3) month duration with the possibility of further 1-month extensions subject to review for a total of 3 additional months. In all, the paternity leave policy should be for a maximum of 6 months.

A final policy implication concerns developing corporate family-responsive support policies. The responsibilities from the home sometimes forced female employees to not only devote work time to family duties but to not focus 100% on their jobs. Female employees therefore sometimes do not fully concentrate on their jobs. Employers must develop policies to provide family-friendly support services on-site at the workplace. This should include care centers for children and play sites to engage children to ease the pressure off women

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# Appendix

**SEOUL NATIONAL UNIVERSITY**
GRADUATE SCHOOL OF PUBLIC ADMINISTRATION

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## QUESTIONNAIRE

*Dear respondent,*
Thank you for your willingness to participate in this study. The study focuses on assessing work-life balance among female employees in the Ghana Civil Service.

Your responses to this instrument will only be used for academic purposes. It is kindly requested that you provide responses that truly reflect your opinions and knowledge of the phenomenon to help improve the quality of the study.

If you have any challenges concerning any item on the instrument, you can talk to the researcher for clarification. Thank you once again.

### Section A: RESPONDENT BACKGROUND INFORMATION

1. **Age**        18-25 [ ]     26-35 [ ]     36-45 [ ]     46-55 [ ]
   56+     [ ]

2. **Educational Attainment**

   Secondary   [ ]     Technical     [ ]     Diploma/HND          [ ]

   Bachelors    [ ]     Masters       [ ]     Doctorate            [ ]


3. **Job Position**     …………………………………………………………………………………………

4. **No of years worked:**

   Less than 5 years    [ ]          5-10 yrs        [ ]
   11-15 yrs            [ ]          16-20 yrs       [ ]
   21-25 yrs           [ ]          26 yrs +        [ ]

5. **Family Size (include all dependents):**

Single   [ ]        2-5   [ ]      6-10  [ ]       11 +   [ ]

*The following items relate to the assessment of work-life balance among female employees in the Ghana Civil Service. Kindly use the 5-point scale below to provide appropriate responses for each category. Thank you.*

| **1** | **2** | **3** | **4** | **5** |
|---|---|---|---|---|
| Strongly Disagree (SD) | Disagree (D) | Not Sure (NS) | Agree (A) | Strongly Agree (SA) |

| | | **1** **(SD)** | **2** **(D)** | **3** **(NS)** | **4** **(A)** | **5** **(SA)** |
|---|---|---|---|---|---|---|
| 1 | My work keeps me from my family activities more than I would like | [ ] | [ ] | [ ] | [ ] | [ ] |
| 2 | The time I must devote to my job keeps me from participating equally in household responsibilities and activities | [ ] | [ ] | [ ] | [ ] | [ ] |
| 3 | I have to miss family activities due to the amount of time I must spend on work responsibilities | [ ] | [ ] | [ ] | [ ] | [ ] |
| | | **1** **(SD)** | **2** **(D)** | **3** **(NS)** | **4** **(A)** | **5** **(SA)** |
| 4 | The time I spend on family responsibilities often interfere with my work responsibilities | [ ] | [ ] | [ ] | [ ] | [ ] |
| 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 | [ ] | [ ] | [ ] | [ ] | [ ] |
| 6 | I have to miss work activities due to the amount of time I must spend on family responsibilities | [ ] | [ ] | [ ] | [ ] | [ ] |
| | | **1** **(SD)** | **2** **(D)** | **3** **(NS)** | **4** **(A)** | **5** **(SA)** |
| 7 | When I get home from work I am often too tired to participate in family activities/responsibilities | [ ] | [ ] | [ ] | [ ] | [ ] |
| 8 | I am often so emotionally drained when I get home from work that it prevents me from contributing to my family | [ ] | [ ] | [ ] | [ ] | [ ] |

| 9 | Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy | [ ] | [ ] | [ ] | [ ] | [ ] |
|---|---|---|---|---|---|---|
| | | **1** **(SD)** | **2** **(D)** | **3** **(NS)** | **4** **(A)** | **5** **(SA)** |
| 10 | Due to stress at home, I am often preoccupied with family matters at work | [ ] | [ ] | [ ] | [ ] | [ ] |
| 11 | Because I am often stressed from family responsibilities, I have a hard time concentrating on my work | [ ] | [ ] | [ ] | [ ] | [ ] |
| 12 | Tension and anxiety from my family life often weakens my ability to do my job | [ ] | [ ] | [ ] | [ ] | [ ] |
| | | **1** **(SD)** | **2** **(D)** | **3** **(NS)** | **4** **(A)** | **5** **(SA)** |
| 13 | The problem-solving behaviours I use in my job are not effective in resolving problems at home | [ ] | [ ] | [ ] | [ ] | [ ] |
| 14 | Behaviour that is effective and necessary for me at work would be counterproductive at home | [ ] | [ ] | [ ] | [ ] | [ ] |
| 15 | The behaviours I perform that make me effective at work do not help me to be a better parent or spouse | [ ] | [ ] | [ ] | [ ] | [ ] |
| | | **1** **(SD)** | **2** **(D)** | **3** **(NS)** | **4** **(A)** | **5** **(SA)** |
| 16 | The behaviours that work for me at home do not seem to be effective at work | [ ] | [ ] | [ ] | [ ] | [ ] |
| 17 | Behaviour that is effective and necessary for me at home would be counterproductive at work | [ ] | [ ] | [ ] | [ ] | [ ] |
| 18 | The problem-solving behaviour that work for me at home does not seem to be useful at work | [ ] | [ ] | [ ] | [ ] | [ ] |

## Section C: EMPLOYEE PERFORMANCE

*This section examines performance in your organization. Kindly provide responses which reflect your opinion/view about the questions.*

The following questions are about the time you spent working in your organization. Please tick one response for each question that comes closest to what you experienced.

| | | All of the time | Most of the time | Some of the time | A little of the time | None of the time |
|---|---|---|---|---|---|---|
| 1. | How often was your performance <u>higher</u> than most workers on your job? | | | | | |
| 2. | How often was your performance <u>lower</u> than most workers on your job? | | | | | |
| 3. | How often did you do no work at times when you were supposed to be working? | | | | | |
| 4. | How often did you find yourself not working as <u>carefully</u> as you should? | | | | | |
| 5. | How often was the quality of your work <u>lower</u> than it should have been? | | | | | |
| 6. | How often did you <u>not</u> concentrate enough on your work? | | | | | |
| 7. | How often did family problems <u>limit</u> the kind or amount of work you could do? | | | | | |

1. On a scale from 0 to 10 where 0 is the worst job performance anyone could have at your job and 10 is the performance of a top worker, how would you rate the usual performance of <u>most workers in a job similar to yours</u>? Please Tick

Worst Performance                                   Top Performance

0     1     2     3     4     5     6     7     8     9     10

☐   ☐   ☐   ☐   ☐   ☐   ☐   ☐   ☐   ☐   ☐

2. Using the same 0 to 10 scale, how would you rate <u>your usual</u> job performance?

Worst Performance                                    Top Performance

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

3. Using the same 0 to 10 scale, how would you rate <u>your overall</u> job performance over the time you worked in your organization?

Worst Performance                                    Top Performance

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

### Section D: STRATEGIES FOR MANAGING WORK-FAMILY CONFLICT

1. Which specific aspects of your work life negatively affects your family life?

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2. Which specific aspects of your family life negatively affects your work life?

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3. What challenges have you faced in trying to manage work-family conflict?

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4. Over the years, what strategies have you adopted in managing the conflict arising between your work and family life?

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5. In your view, how can your HR department support female employees in managing work-family conflict?

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In your view, how can government support female employees in managing work-family conflict?

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**Thank you so much for your time**

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# 가나 여성 공무원의
# 일-생활 양립과 근무 성과

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글로벌행정전공

일과 가정의 갈등은 일과 가정의 의무와 관련된 다양한 차원(시간, 긴장, 행동)의 요구에서 비롯되는 역할 간 충돌을 말한다. 아프리카, 특히 가나에서는 여성들이 조직과 가사에 대하여 강한 결속력과 책임감을 가지고 있기에 여성 직원들에게 일과 생활의 균형이 필수적이다.

본 연구는 가나 여성 공무원들의 직장 생활 갈등을 살펴본다. 이번 연구의 목적은 가나 여성 공무원들의 일과 삶의 갈등을 탐구하고, 일과 삶의 갈등이 이들 직원의 업무 수행에 미치는 영향을 조사하며, 출산과 가족 돌봄, 가나의 3개월 육아 휴직 정책이 여성 직원에게 어떤 영향을 미치는지를 검토하고, 여성의 일−가정 양립 달성을 위한 전략들을 조사하는 것이다.

문헌 검토를 통해, 가나의 다양한 노동법에도 불구하고, 공공단체와 민간단체 모두에서 가족친화정책에 대하여 최소한만의 지원이 이루어졌다는 것이 밝혀졌다. 이 연구는 데이터 수집을 위하여 도출된 201명의 응답자 표본에 있어 혼합된 접근법을 채택했다. 연구결과는 직원 성과 예측에 있어, 갈등의 개별 차원으로 볼 때 행동 기반 일 가정 갈등과 긴장 기반 일 가정 갈등이 유의미하다는 것을 보여준다. 개인

수준의 인구통계학적 변수의 경우, 10 인 이상의 가족 규모와 직위 또한 직원 성과의 예측 변수였다.

결합된 변수에 대한 결과는, 직책과 함께 시간 기반의 갈등과 긴장 기반 갈등이 직원 성과의 중요한 예측 변수임을 보여준다. 질적 자료로부터의 조사 결과, 여성 직원들은 현재 시행 중인 3 개월의 육아휴직 정책에 불만족스러워하는 것으로 나타났다. 여성 직원들은 시간 관리에 관여하고, 타인의 도움을 받고, 일과 가정의 일정을 미리 계획하는 등의 전략을 활용했다. 무엇보다 여성이 일·가정 갈등을 성공적으로 관리하기 위해 가정 관리 전략을 실천할 것을 권고했다.

이번 연구에서는 국가 차원에서 6 개월 육아휴직 정책을 제정하고, 여성 일·가정 갈등 관리를 돕기 위한 육아휴직 정책도 전국적으로 제정해야 하며, 기업이 여성 근로자에 대한 직장 지원 서비스를 제공하기 위한 기업 정책을 시행해야 한다는 것을 정책적 함의로 제시한다.

**주제어:** 일과 삶의 균형, 일과 삶의 갈등, 직원 성과, 가나 공무원

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