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Impact of family-work conflict on an employee's job performance

(A case study of DAVCON Group Ltd)

<u>Outline</u>

Abstract

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While growing income and family requirements are not similar, they usually produce friction among family members. In the study, job satisfaction is also revealed to be adversely associated to family-work difficulties. Family conflict regularly spilled over into the job, potentially harming the person's performance. Family conflict also influences the perceived rising onerous workload, which can lead to workplace stress, and so affects employee performance indirectly through job stress. The goal of this research is to look into and assess the effects of family conflict and job stress on employee performance. The study was conducted at DAVCON GROUP Ltd in Accra, Ghana.

Keywords: Work-family; Job satisfaction; Stress; Workload; Conflict; Employee performance; Employee response

1. Introduction

Every human will always have varying perspectives or points of view about something, and these differences can lead to conflict. Humans, as social creatures and personal beings, are born with all differences, such as different genders, social and economic strata, ethnic groups, religions, beliefs, life goals, and so on. These distinctions are potential sources of conflict in human life. Conflicts occur in a variety of contexts, both inside and outside of themselves, such as the conflict between companies / intracompany, inter-group, inter-group members, inter-individual and interindividual in the family, and it can also occur within the individual.

Work-family balance is difficult to maintain in today's world due to increasing demands at work and home. Individuals are expected to balance multiple roles at the same time, allocating their resources between work and family.

Job burnout, dissatisfaction, work stress, long working hours, and role conflict are the most common stressors that contribute to the occurrence of work-family conflict (Obrenovic et al., 2020). Work overload and stressful events caused by the workplace can physically and emotionally exhaust an employee to the point of work-family conflict.

A conflict, according to (Suryani et al., 2014), can change and develop human life. Conflicts have the potential to change people's lives for the better or the worse. Conflict can result in positive changes that are profitable (functional or constructive conflict), but it can also result in changes that are adverse (dysfunctional or destructive conflict). Stress is caused by uncontrolled conflict.

Aside from workload pressure, fatigue, tension, panic, and so on, one of the stressors is conflict. Conflict leads to psychiatric disruption, stress, and lower labor productivity. It also explains how people who lack the necessary experience to manage and confront conflicts can become easily stressed (Suryani et al., 2014).

1.1 Research Significance

Balancing the demands of work and family life is a significant issue in modern society. The study's significance is that it evaluates how an employee's work performance can be affected by conditions at both work and home. The research will also look into how an employee can properly balance work and family so that neither is sacrificed. Furthermore, the findings of this research will provide some recommendations for the way forward, in addition to serving as a source of reference for future researchers.

1.2 Research Questions

The following research questions were formulated to find answers to the objectives

i.   What is the relationship between job satisfaction and work to family interference?
ii.   To what extent can issues or conditions from home affect an employee's work output?
iii. What role does the employer/organization play in addressing workfamily conflict? iv. What are the recommendations for managing work-family conflict?

1.3 Methodology

The Davcon Group in Accra was chosen as the study location for this study. This location was chosen because Accra has the highest population density, and I am very familiar with the organization from my previous internship with them.

A sample of the study was taken from 25 working members with the title of a mother or father who has been in the period of marital relationship, period of service, and has kids to complete this study. The inclusive criteria set include continuing to live with a spouse and having at least one child. Respondents' participation in the study is entirely voluntary, and they can opt-out at any time.

The data collected through questionnaires to examine work-family conflict among employees in a typical corporate setting is divided into two parts. The first section is concerned with the respondents' socio-demographic characteristics, such as gender, age, education level, and years of service in the organization, while the second section includes items for measuring work-family conflict, family-work conflict, and emotional exhaustion, job performance, and turnover intentions. The items were taken from the research of (Tepavčević et al., 2020).

1.4 Organization

DAVCON GROUP Ltd.

The company, which was founded in Accra in 2015, provides services and support for general maritime (merchant shipping and fishing) as well as the oil and gas sectors. They are a Ghana Maritime Authority (GMA) registered seafarer and recruitment placement, service provider. Davcon maintains a database of competent seafarers of all ranks who have been selected through a stringent process of shortlisting, interviewing, and authenticity checks by the Ghana maritime authority. They provide crews with briefings on their expected behavior, responsibilities, rights, and privileges as required by MLC 2006/Manila 2010 amendments. They also perform protocol services and provide industry consulting.

2. Literature Review

2.1 Work-family conflict

Simply said, work-family conflict occurs when an unhealthy balance exists that drives a person to prioritize work demands over family wants and needs, or to prioritize family demands over work obligations (Work-Family Conflict: Definition, Types & Examples, 2017). Work-family conflict can also emerge when work-related issues are carried into home life or when family issues begin to impair work performance.

Work-family conflict may arise in two ways, according to (Iresearchnet, 2016): family life can interfere with work-life (family-to-work conflict), and work-life can interfere with family life (work-to-family conflict). For example, parents may encounter family-to-work conflict if a deadline is missed because they need to remain home with a sick child. Job-to-family conflict can also occur when a spouse or parent's work schedule makes it hard to attend a family gathering or finish home duties. Work-family conflict has been referred to as interference, friction, and negative work-family spillover.

It is evident that every organization wishes to improve the capability or productivity of output (goods/services), so high-level performance from each employee is critical. Work-life conflicts, on the other hand, are thought to cause stress in employees and poor organizational performance. An organization must obtain an optimal level of performance from its employees, but work-life conflicts limit such accomplishments. Employee performance and work-life conflict often have an inverse relationship (Hussain & Mujtaba, 2012).

Some study concludes that male employees respond negatively to these conflicts when compared to female employees (Kazmi, Amjad, & Khan, 2007); this may be because males have been in the workplace for a longer period than females. Furthermore, males have been raised in a culture of conflict with their peers during their socialization years as young children, whereas young girls are typically encouraged to get along and work as effective team members.

Work-family conflict indicators may be categorized into three parts: work environment, family environment, and human traits. According to research, the two types of environmental indicators have different relationships with the two forms of work-family conflict. In other words, work-to-family conflict is caused by work-environment factors, but family-to-work conflict is caused by family-environment qualities (Iresearchnet, 2016).

2.1.1 Management of work-family conflict

According to Iresearchnet (2016), the management of work-family conflict may be tackled through both personal and organizational activities. Individuals can manage work-family conflict through personal initiatives such as seeking out and developing appropriate social help at work and home, reducing or reorganizing the time dedicated to work or family obligations, reducing the mental importance of work or family roles, and establishing plans to minimize or better cope with the sources of stress at work and home. Workplace organizations, on the other hand, can be helpful.

Work-family conflict can be managed in a variety of ways, including flexible work arrangements, paid and unpaid leaves, dependent-care additional

help, and effective resource services. Although numerous personal and organizational initiatives can be identified, little assessment research has been conducted to ascertain which individual and organizational initiatives, and which combos of them, help decrease conflict between work and family life.

2.2 Performance

When it comes to the linguistic form of the term, the Oxford English Dictionary defines performance as "how well or poorly you do something or how well or poorly something works." It is also described as "the act or process of completing a task, an activity, etc." while the word performs refers to how effectively or poorly something works or functions.

Performance management is an organizational management technique that allows managers to monitor and analyze the performance of their staff. The purpose of performance management is to create an atmosphere in which individuals can perform to the best of their ability and deliver the highest quality work most efficiently and effectively (Tardi, 2022).

3. Analysis of Findings

To examine the effect or impact of work-family on employee performance, a structured interview of 25 adult Davcon Group Ltd employees was conducted. According to Table 1, the most considerable fraction of the survey's participants was between 18 and 29 years old (68%) while the other fraction was conducted by participants between 30 and 50 years old (28%). All participants of the survey have been actively working at the organization for at least 2 years.

Table 1: Characteristics of the respondents of the study
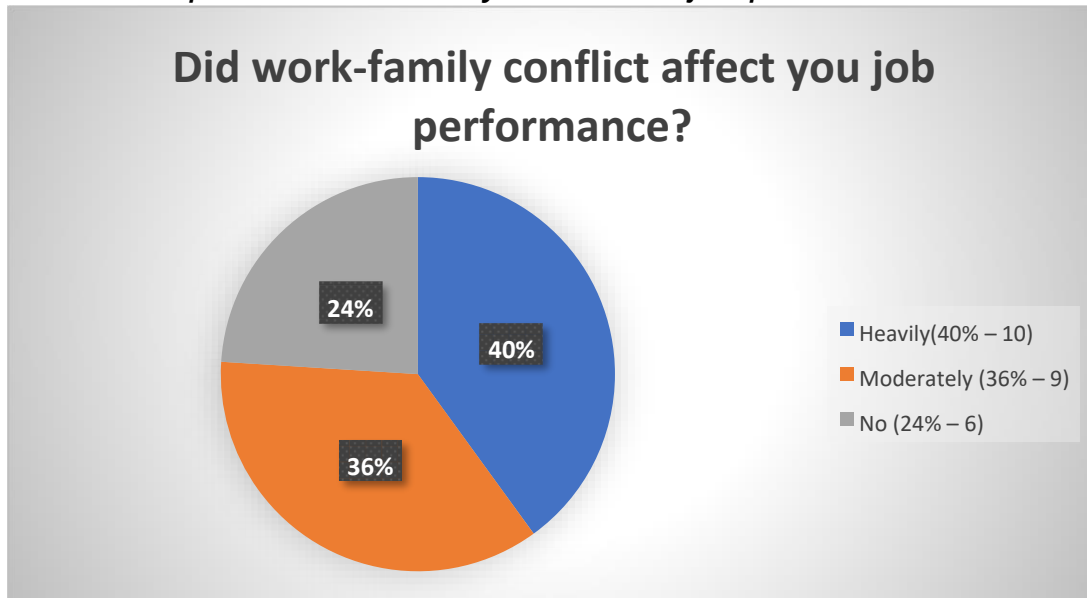
Variable	Number	(%)
Age		

Below 29 years	17	68, 0%
From 30 to 50 years old	7	28, 0%
>50 years	1	4, 0%
Gender		
Male	16	64,0%
Female	9	36, 0%

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Overall, the employees may be characterized as aware. According to Chart 1, a major fraction of the respondents (78%) understand what work-family conflict is. At the same time, this high level of knowledge is likely to be formed based on a seminar the organization made the employees attend a couple of years back where a topic similar to this study was discussed. As per chart 2, (40%) of the respondents describe how easy it is for issues in the home to influence their job performance and vice versa.

**Chart 1:** *Knowledge about work-family conflict*

Do you know what work-family conflict is?

- Yes (72% − 18)
- No (20% − 5)
- Partially (8% − 2)

72%
20%
8%
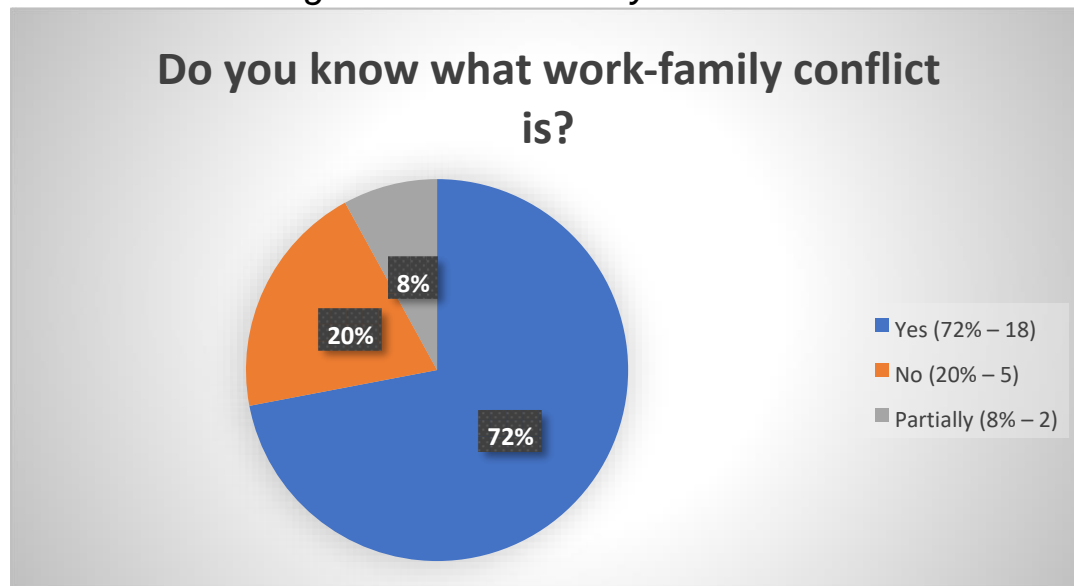
Chart 2: *Impact of work-family conflict on job performance*

Did work-family conflict affect you job performance?

- Heavily(40% – 10)
- Moderately (36% – 9)
- No (24% – 6)

Chart 3: *Participants on whether work-family can ever be balanced or managed effectively*

Do you think work-family can ever be balanced?

Yes (24% – 6)
No (60% – 15)
Difficult to answer (16% – 4)

24%
60%
16%
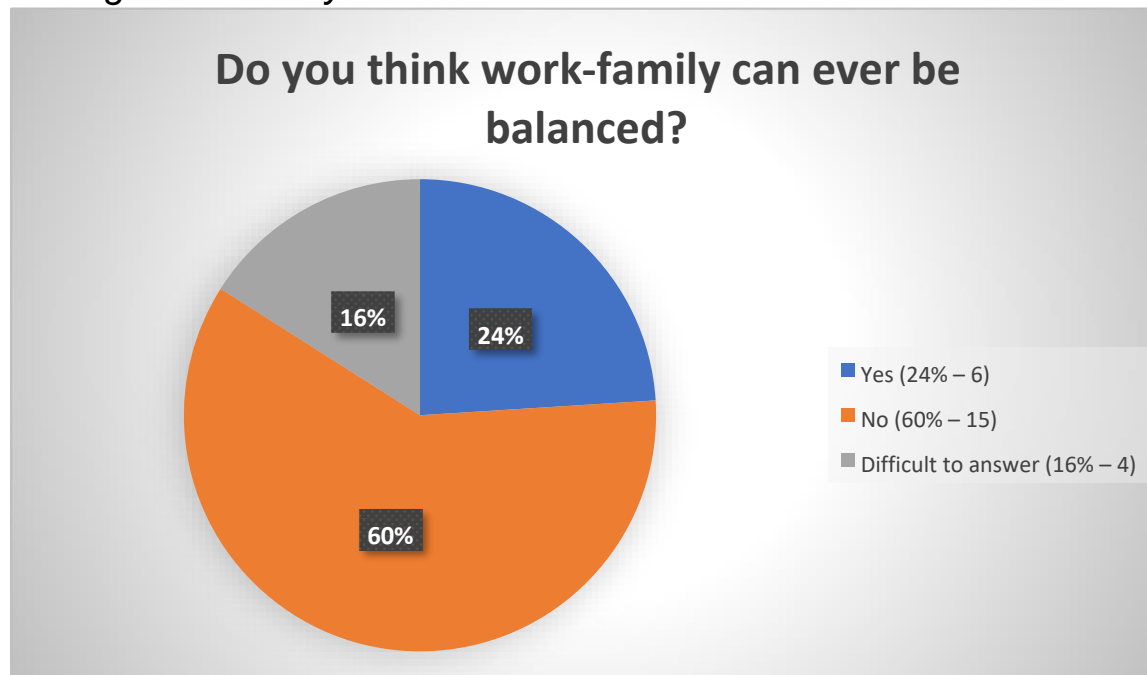
Table 2*: Can the Organization do more in managing work-family conflict?*

Variable	Number	%
Yes	13	52%
No	5	20%
Difficult to answer	7	28%
total	25	100%

From chart 3, the respondents seem adamant in believing that work-family conflict can be addressed and addressed effectively with 60% responding "No'' to whether work-family can ever be balanced. Table 2 shows the faith respondents have in the organization helping with the problem. 52% believe there is more the organization can do to help manage the problem.

4. Conclusion and Discussion

The goal of the study was to examine the impact of work-life conflict on employee performance in a typical corporate environment, as well as the role of demographics. Based on the responses I received I concluded that work-family conflicts and employee performance have a negative relationship. Gender has no significant effect on both performance and work-family conflicts, according to the study's findings.

Findings from the study suggest that work-family conflict hurts employee performance at Davcon Group Ltd. The study by Nadeem & Abbas(2009) studied the relationship employees in Pakistan have to be positive when it comes to the relationship between their workload and how that affects their job satisfaction levels. Results also show that although employees with families can enjoy a higher job satisfaction rate, the majority of such employees are struggling with consistency when it comes to achieving the optimum satisfaction rate. The study also reveals that the employees of the organization feel like there is more the managers can be doing to help balance the work-family life.

4.1 Limitations

The limitation of the study has to do with the short time frame within which the data was put together and the fact that the survey was taken once and therefore could be prone to some common method bias.

4.2 Suggestions

Following the findings and conclusions drawn, the researcher wishes to make the following recommendations

I. More awareness be raised about the psychological impact of work-family conflict on the employee
II. Consideration must be given to the development of requirements to ensure that working hours do not interfere with employees' work-family balance.

III.   To reduce the conflict between work and family, supportive management is required. Top-level managers should recognize the significance of work-family balance and its negative impact on job performance.

IV.   The requirement for a government or national policy in addressing the issue.

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