

DETERMINANTS OF WORK-FAMILY CONFLICT: EMPIRICAL EVIDENCE FROM BARAU DIKKO TEACHING HOSPITAL KADUNA

Dr. Habiba Zubairu Dabo

Department of Community Medicine, Kaduna State University

Mansur Lubabah Kwanbo,

Department of Accounting, Kaduna State University

lubakwanbo@kasu.edu.ng

Dr. Pamela Sarki

Department of Ophthalmology, Kaduna State University

pdsarki@yahoo.com

Zainab Dabo, PhD

Department of Business Administration, Kaduna State University

Abstract

There is no equal amount of time or level of psychological involvement devoted to work and family that yields equal satisfaction of work and family roles, hence the objective of this study is to establish whether individual work performance influence work-family conflict. The research design for the study is survey design and Primary Data were used for this study obtained from structured questionnaires with predetermined responses. The study used key informant purposive sampling to administer 300 questionnaires to Doctors, Nurses, Technicians and Lab Attendants at the Barau Dikko Teaching Hospital, Kaduna, The Polynomial regression used for data analysis. Findings revealed that contextual and adaptive performance including counterproductive behavior influence work-family conflict. The study recommends that the organisation should not only focus on employee's actions or behavior that yields it wellbeing they should also be sensitive to the implication of such action on the family life of the employee, hence more flexible time, family call and onsite family visitation should be seen to accommodate 30% of total work life annually.

Keywords: Conflict, Family, Individual, Work. Performance.

1.0 Introduction

An individual's ability to do several things at once is considered multitasking in other words it implies performing more than one task at the same time. However, in performing several tasks at a time, a conflict is created as some task may attract more attention than the other. This translates into the other roles with less attention not to achieve their primary objectives. According to Akkas, Hossain, and Rhaman, (2015), when work role is in discordant with family role it results to conflict that become stress on the individual. In other words, the role of an employee in the contribution of the growth of his or her organization might be detrimental to the psychological progress of his family even if the pay package is excellent. Interestingly, employers realise this or are very cautious of this fact, which is why they try to initiate circumstances that can create a work-family balance that can increase their services, sales or

production output by introducing policies like onsite child care services, paid maternity, family hour calls (Akinyele, Peters, and Akinyele, (2016).

More so, when an individual's preference is in congruence with organizational objectives, this increases the individual's work-family balance and organisations wellbeing (Liu, Wang, Li and Zhou, 2019). To improve the achievement of individual family roles, several studies have provided empirical evidence on how to resolve work-family conflict (Gbame, and QiuHong, 2021; Odengo and Kiiru, 2019; Amandola and Wesburd, 2017; Altındağ, and Siller; Ralston and Flanagan, 2014). What is common with these studies is that organisations or employers are sensitive to the fact that they have to create little time for individual to carry out family role. We say little time because out of the 365 days in a year an individual cannot be granted more than 20 days as leave or holiday treat and the likes to be with family.

This implies that there is no equal amount of time or level of psychological involvement devoted to work and family that yields equal satisfaction of work and family roles (Kamel and Omran, 2016). Some studies have provided explanation on this position by showing that frequent changes in work like embracing technology, structural unemployment and family crises like a painful divorce or the need to improve family living conditions makes it increasingly impossible for some employees to maintain work-family balance (Gbame, and QiuHong, 2021; Cantin, 1994). Another explanation provided by experience is the COVID-19 pandemic phenomenon that is believed to have reduced work-family balance (Lin, Shao, Li, Guo, and Zhan, 2021). But what researches are yet to document is providing the evidence that indicates individual work performance (IWP) is another possible reason that inhibits achieving equal satisfaction of work and family roles.

IWP are the behaviors and actions that an organization considers relevant, which deepens work-family conflict because at the end of the day organizational and individual wellbeing in terms of performance or satisfaction may not be achieved. Task performance is an IWP component that could attract stagnating the promotion of individuals with flexi time work attitude, this increases conflicts as the individual and organization are guaranteed no job satisfaction and organizational wellbeing respectively. Rogier and Padgett (2014) posit that employees with flexi time work attitude are likely not to be promoted because the organization perceived them not to be committed. Also, counterproductive behavior is another IWP component that also increases work-family conflicts. Ma and Li. (2019) revealed that work stress promotes in-subordination and absenteeism, which is counterproductive to the organization but productive to family.

Another component of IWP is contextual performance. Liu, Wang, Li and Zhou (2019) explained that when the goals of an individual and that of the organization are not in tandem then work-family conflict will increase. Adaptive performance is also a component of IWP, it has been evidenced that where an individual cannot adjust to sudden or abrupt changes in the workplace, work-family conflict increases (Koopmans, Bernard, Hildebrandt, Schaufeli, De

Vet and Van der Beek, 2011). It is from this context that the following question is raised and addressed Does individual work performance IWP influence on work-family conflict (WFC). Based on this question the following objective is identified to determine whether or not IWP can truly explain WFC.

This study offers additional evidence on the determinants of work-family conflicts WFC by showing that IWP can explain work-family conflict. To the best of our knowledge, there are virtually little or no studies in Nigeria that have examined WFC and IWP, the attention has always been on work-family balance (WFB). The Kaduna state Government, Management of Barau Dikko teaching hospital and the guild of medical directors will take into account. The findings of this study as evidence of their concern and support to reducing work-family conflicts. This paper is in five sections. Section one is the introduction in addition to this paragraph; section two discusses the concepts, empirical studies and theory; section three shows the methodology that presents the study's design, paradigm, techniques of sampling, data collection and analysis. Section four presents the findings and section five gives the conclusion, implications, and recommendation.

2.0 Literature Review

2.1 Conceptual Framework

Work-family conflict WFC happens when the demand of work and family are to some extent opposed diametrically (Gbame, and Qihong, 2021). Conflicts exist when the demand of a role inhibits the fulfillment of another role (Greenhaus and Beutell, 1985). Trembley, (2004) defines work-family conflict as the burden of multiple roles and the difficulty in managing the competing attention of each. This definition is adopted.

Individual Work Performance IWP is the behavior or actions that is relevant to the goals of the organization (Cambell, 1990). Koopmans, Bernard, Hildebrandt, Buuren, Van der Beek, and De Vet (2013) explained that the focus of IWP is not on results but actions. In this study IWP is defined as the behavior or the actions of an individual that the organization considers very germane to its wellbeing. IWP has four components:

(I) Task performance (TP) the competency or expertise at which an individual carries out his or her core substantive or technical task that is very central to the employee's work schedule (Campbell, 1990). Job skills, knowledge, achieving and maintaining quality, rise in sales and service or production quantities are examples of task performance (Rotundo and Sackett, 2002; Campbell, 1990). The definition of Campbell is adopted.

(II) Contextual Performance (CP) is when the functioning of the technical core of an organisation is supported by an individual or the employee's sensitivity to the organizational social and psychological environment is considered contextual performance (Borman and Motowidlo, 1993) and it includes establishing efforts, expediting peer and team performance,

coordinating. Communicating and cooperating (Rotundo and Sackett, 2002; Campbell, 1990). Borman and Motowidlo definition is adopted.

(III) Adaptive Performance (AP) is when individuals adjust to uncertainty and sudden changes in their roles within the work environment (Pulakos, Arad, Donovan, M.A. and Plamondon, 2000; Sinclair and Tucker, 2006; Griffin, Neal and Parker, 2007). This research defines adaptive performance as the ability of an individual to alter or change his or her actions or behavior as a result of an unexpected circumstance so that an objective can be fulfilled.

(IV) Counter productive work behavior CPB is when employees behave in such a manner that it negatively impacts the organisation like absenteeism, failure to report to duty on time without genuine reason, fraud, off task behavior, at logger head with superiors and subordinates and substance abuse (Koopmans, Bernard, Hildebrandt, Buuren, Van der Beek, and De Vet, 2011). The study defines CPB as any individual behavior that contradict an assigned job description.

2.2 Prior Studies and Hypotheses Development

Work-Family Conflict (WFC) And Task Performance (TP)

Al-Alawi, Al-Saffar, Saleh, Alotaibi, and Al-Alawi, (2021) examined job satisfaction and work-family conflict. They used snowballing non probability technique of sampling to administer on line structured questionnaires to 93 fulltime Saudi Arabia female teachers. They used linear regression as the technique of analysis and finding revealed that job satisfaction negatively influence work family conflict.

In an earlier study, Akinyele, Peters and Akinyele, (2016) examined work-life balance as a panacea for employee performance they used simple random sampling to determine a sample size of 120 employees of Rivers State Television that made the respondents of the study. Regression was used as the technique of data analysis and findings showed that work flexibility does not increases quality of output, employee/employer relationship increases productivity, work environment reduces rate of turnover, job security increases employee retention which translate to employee performance. The study concludes that work-life balance is a determinant of employee performance.

Warokka and Febrilia, (2015) examined work-family conflict on individual job satisfaction after achieving organizational wellbeing. They surveyed 334 dual role employees in 4 Indonesian banks and used SEM as a technique of data analysis. They found that WFC affects job satisfaction; achieving organizational performance does not necessarily give satisfaction to an employee but the owner of a business. This research hypothesises that:

H₀₁ Task Performance (TP) does not significantly relates to work-family conflict WFC

Work-family conflict WFC and contextual performance CP

Abdullah, Adenan, Binti and Zaiedy, (2021) investigated commitment, wellbeing and work-family conflict. They surveyed 331 respondents from Selangor district in Malaysia they used

multiple regression as a technique to analyse the primary data collected. They found that age and duration of marriage are the contextual factors that improve wellbeing of employee and organization by promoting commitment and reducing work-family conflict.

Similarly, Widyarini, and Muafi, (2021) investigated the mediating role of motivation of Islamic ethics on job performance and work-family conflict. They surveyed female employees of a bank in Indonesia, using purposive sampling and path analysis to analyse data collected. They found that Islamic ethics and motivation improve employee's performance which reduces work-family conflict. This goes to show that motivation is a contextual factor that aligned organizational commitment with employee's expectations

Cao, Liu, Wu, Zhao, X and Jiang, (2020) examined work family conflict on job performance and satisfaction using organizational commitment as a necessity. They surveyed 317 construction professionals using structured questionnaire and used SEM to analyze data collected. They found that organisational commitment does not moderate work-family conflict and job satisfaction, which leads to the absence of job performance on organizational wellbeing. This implies that organizational commitment is not in line with the individual attachment to the organization. This study hypothesises that:

H₀₂ Contextual Performance (CP) does not significantly relates to work-family conflict (WFC)

Work-family conflict (WFC) and adaptive performance (AP)

Lin, Shao, Li, Guo, and Zhan, (2021) they investigated the psychological implication of COVID-19 on job security as well as individual adaptive performance in such situation. They used snowballing sampling technique on chat groups to determine a sample of 342 respondents and used path analysis to analyse data collected. Findings revealed that individual perceived disruptions caused by the pandemic translated to job insecurity, hence employees could not adapt by having novelty and critically support of the organization. Dickinson, (2021) investigated Job stress and adaptive performance, the researcher recruited 414 respondents through amazon mechanical Turk. Ordinary least square and path analysis was used as the technique of analysis and finding showed that high job stress affects adaptive performance of employees. This research hypothesises that:

H₀₃ Adaptive Performance (AP) does not significantly relates to work-family conflict (WFC)

Work-family conflict (WFC) and counterproductive behavior (CPB)

Clerc, Kaciak, and Thongpapanl, (2021) examined work family conflict and organizational performance. They surveyed 200 women entrepreneurs in Ethiopia and used process macro technique to analyse primary data collected, they found that emotional exhaustion affects organizational performance because employee cannot face hostile competition from rival firm due to the exhaustion. This indicates a counterproductive behavior which increases work-family conflict.

In the same vein, Obrenovic, Jianguo, Khudaykulov and Khan, (2020) investigated work-family conflict and psychological factors on job performance. They surveyed 277 employees of Bahrain companies. They used SEM to analyse data collected. The findings of the study suggest there is a negative impact of work-family conflict on psychological safety and psychological wellbeing, which produces counterproductive behavior that affects job performance for organizational wellbeing.

Similarly, Ma, and Li, (2019) investigated the relationship between stress and counterproductive behavior. They made an on line survey of 378 respondents and used hierarchical multiple regression analysis on the primary data collected. They found that job stress significantly influences counterproductive behavior and they conclude that excessive work load reduces organizational performance.

Also, Awan, and Saeed (2015) examine conflict management and organizational performance of a bank. They administered questionnaires to 201 employees of the bank, using factor to analyse the data they found that incompatibility of goals and interest of the organization and the employee produces counterproductive behavior that influences the organization. They conclude that conflict deepens work-family conflicts. This research hypothesises that:

H₀₄ Counterproductive behavior (CPB) does not significantly relates to work-family conflict (WFC)

2.3 Theoretical Framework

This study is underpinned by two theories, the role conflict and the spill over theories. According to Crossman, (2021) role conflict happens when the objectives of different roles played by an individual contradicts one another. In other words when a professional role inhibits the performance or overshadows a personal role, conflict is said to be created. The spill over theory according to Guess, (2002) a negative behavior of spillover of work-family interaction occurs when they are rigidly structured in time and space. It then means that when the focus of organization is on individual action not result the situation creates a conflict.

3.0 Methodology

This study adopts a research design that is aligned with a post-positivism paradigm that is descriptive. It also uses existing theories and relies on quantified qualitative data to establish its findings. The choice of the design is influenced by the fact that the research method for the study is survey and the technique of data collection is the structured questionnaires. The study used key informant purposive sampling to administer 300 questionnaires to Doctors, Nurses, Technicians and Lab Attendants, see table 2 However, 275 questionnaires that were correctly filled made the sample of the research.

This study modified and adopted the scales of Netemeyer, Boles and McMurrian, (1996) on work-family conflicts WFC and Koopmans, Bernaards, Hildebrandt, Buuren, Van der Beek,

and De Vet (2013) on Individual work performance IWP to create the structured questionnaire administered to the 275 employees of Barau Dikko Teaching Hospital during the first and second quarter of the year 2021. Polynomial regression was the technique of analysis used. This is because the dependent variable WFC has 5 predetermined response categories. An overall Internal consistency was established at a Cronbach's Alpha of 0.79%, indicating that the questionnaire used in collecting the data is valid and can produce reliable findings.

4.0 Data Presentation, Analysis and Discussion of Findings,

This section presents the findings in tables 1- 8, followed by discussions. In Table 1 the reliability of the instrument used to collect the data is shown. The instrument is valid as indicated by the Cronbach's alpha statistics of .79%.

Table 1 Reliability Statistics

Cronbach's Alpha	N of Items
.798	55

Source: SPSS output listing, 2021

In Table 1 the study surveyed 151 Nurses indicating 54.9% of the sample, 45 Doctors representing 16.4%, 44 Technicians indicates 16% of the sample and 35 Lab attendants representing 12.7%. This shows that respondents surveyed are key to the information collected. On highest qualification; 20 respondents have PhD representing 7.3%, 8 respondents have MSc/Masters indicates 2.9%, 44 respondents have MBBS representing 16%, 93 respondents have BSc indicates 33.8%, 28 respondents have HND representing 10.2%, 50 respondents have OND representing 18.1%, 28 respondents have CERT indicates 10.2% and 4 respondents have SSCE representing 1.5% of the sample.

The statistics show that qualifications of the respondents have a bearing on the information gathered. The research recorded a frequency distribution of 191 female respondents which indicates 69% of the sampled respondents while 31% were males that were 84 in number. This shows that more of female experiences are collected. For the age of respondents 46% of the sampled respondents are between the ages of 25-34 representing 125 respondents, 35-44 age bracket took 30.1% of the sample representing 83 respondents, while 38 respondents were in the 45-54 age bracket indicating 13.8% of the sample, 24 respondents were in the 18-24 age bracket indicating 8.7% of the sample size while 56-64 age bracket had 4 respondents representing 1.5% and 65 years and above age bracket had only 1 respondent indicating a 0.4%. This goes to show that all the respondents are adult.

On work experience; 98 respondents have 2-5 years indicating 35.6%, while 71 respondents have 6-9 years representing 25.8%, 55 respondents have 10-15 years indicating 20%, while 24 respondents have 16-20 years representing 8.7%, 19 respondents have 21-25 years indicating 6.9%, 5 respondents have 26-30 years representing 1.8%, 1 respondent was on 31-35 years

another was on 36-40 years and another was on 41-45 years indicating 0.04% respectively. This goes to show that respondents have the requisite experience to express their perception.

S/N	Description	Frequency	Percentage %
	Gender		
	Male	84	31
	Female	191	69
	Total	275	100
	Age		
	18-24	24	8.7
	25-34	125	45.5
	35-44	83	30.1
	45-54	38	13.8
	56-64	4	1.5
	65 and above	1	0.4
	Total	275	100
	Work Experience		
	2-5 years	98	35.6
	6-9 years	71	25.8
	10-15 years	55	20
	16-20 years	24	8.7
	21-25 years	19	6.9
	26-30 years	5	1.8
	31-35 years	1	0.4
	36-40 years	1	0.4
	41-45 years	1	0.4
	Total	275	100
	Designation		
	Doctor	45	16.4
	Nurse	151	54.9
	Technician	44	16
	Lab Attendant	35	12.7
	Total	275	100
	Highest Qualification		
	PhD	20	7.3
	MSc or Masters	8	2.9
	MBBS	44	16
	BSc	93	33.8
	HND	28	10.2
	OND	50	18.1
	CERT	28	10.2
	SSCE	4	1.5
	Total	275	100

Source: SPSS output listing, 2021

In Table 3, work- family conflict is seen to be experienced by the respondents in which the strongly agree and agree response categories records the highest responses for work interference with home and family life; time of work takes more time than fulfilling family responsibility, family plans are changed to accommodate work schedule, not able to attend

school activities for children, indifferent to having house help, lesson teachers and chauffer because of work schedules, social life is relegated to the background in most cases.

Table 3: Perceptions on WFC

Perception	SA		A		MA		D		SD	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
The demands of my work interfere with my home and family life	56	20	69	25	90	32	34	12	26	9.5
The amount of time my job takes up, makes it difficult to fulfill family responsibilities	133	48	91	33	21	7.6	24	8.7	6	2.1
Things I want to do at home don't get done because of the demand my job puts on me	145	52	102	37	14	5.0	8	2.9	6	2.1
My job produces strain that makes it difficult to fulfill my family duties	114	41	75	27	39	14	42	15	5	1.8
Due to work related duties I have to make changes to my plans for family activities	128	46	95	34	33	12	10	3.6	9	3.2
Despite having house help, chauffeur and lesson teacher the demand from my job leaves little or no time for me to share with my family	53	19	77	28	70	25	62	22	13	4.7
I hardly attend social gatherings because of my job	27	9.8	90	32	82	29	64	23	12	4.3
I hardly attend my children school activities because of my job	48	17	104	37	40	14	57	20	26	9.4

Key: SA: Strongly Agree; A: Agree; MA: Moderately Agree; D: Disagree; SD: Strongly Disagree

Source: SPSS output listing, 2021

The appropriateness of the model used in establishing findings of the study is revealed in Tables 4-7. In Table 4 shows the three R squares Cox and Snell, Nagelkerke and McFadden and their predictive outcome values. Nagelkerke R square has the highest prediction, this shows that it is better and the model explains .66% of the variance in WFC and is correctly classified at 55% in the classification Table 5.

Cox and Snell	.058
Nagelkerke	.066
McFadden	.051

Source: SPSS output listing, 2021

Table 5: Classification Table

Observed	Predicted					Percent Correct
	1.00	2.00	3.00	4.00	5.00	
1.00	0	0	0	0	2	0.0%
2.00	0	0	0	0	42	0.0%
3.00	0	0	0	0	50	0.0%
4.00	0	0	0	0	61	0.0%
5.00	0	0	0	0	121	0.0%
Overall Percentage					100%	55.0%

Source: SPSS output listing, 2021

The overall fit of the Nagelkerke model is shown in Table 6. The Pearson statistics is at .727 which is not statistically significant. This shows that the data collected fit the model.

Table 6: Goodness-of-Fit

	Chi-Square	Df	Sig.
Pearson	56.771	64	.727
Deviance	61.714	64	.558

Source: SPSS output listing, 2021

In model 7 the chi-square is significant indicating the model has a predicting power in explaining the variable of interest which is work-family conflict.

Table 7: Model Fitting Information

	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	Df	Sig.
Intercept Only	262.070			
Final	187.530	74.540	32	.000

Source: SPSS output listing, 2021

The strength of the relationship of task performance TP, contextual performance CP, adaptive performance AP and counterproductive behavior CPB on the Polynomial independent variable work-family conflict WFC is assessed by the likelihood ratio tests in Table 8. The reduced model is chosen because three variables are statistically significant. The chi-square significance of TP, CP, AP and CPB are 0.33, 0.04, 0.00 and 0.01 respectively. Except for TP, CP, AP and CPB are significant. This implies that we reject hypothesis 1 and fail to reject hypotheses 2, 3 and 4.

Table 8: Likelihood Ratio Tests

	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	Df	Sig.
Intercept	214.312	26.781	8	.001
Task Performance TP	196.589	9.059	8	.337
Contextual Performance CP	203.216	15.686	8	.047
Adaptive Performance AP	210.254	22.724	8	.004
Counter Productive Behavior CPB	206.368 ^a	18.838	8	.016

Source: SPSS output listing, 2021

The findings of hypothesis one validates the role conflict theory and aligns with the findings of Al-Alawi, Al-Saffar, Saleh, Alotaibi, and Al-Alawi, (2021) Warokka and Febrilia, (2015). The findings of hypotheses two to four validates the spillover theory. Hypothesis two findings support Abdullah, Adenan, Binti and Zaiedy, (2021); Widyarini, and Muafi, (2021); Cao, Liu, Wu, Zhao, X and Jiang, (2020). While the findings of hypothesis three findings aligns with Lin, Shao, Li, Guo, and Zhan, (2021); Dickinson, (2021) and lastly, hypothesis four findings supports Clerc, Kaciak, and Thongpapanl, (2021); Obrenovic, Jianguo, Khudaykulov and Khan, (2020); Ma, and Li, (2019).

5.0 Conclusion

This study had an objective of examining whether or not individual work performance presented as task, contextual and adaptive performance and counterproductive behavior have significant influence on increasing work-family conflict. Based on the findings of the study we conclude that contextual and adaptive performance and counterproductive behavior are determinants of work-family conflicts. The implication of these findings is that the very individual work performance IWP that yields organization wellbeing can also increase work-family conflict which works against the organization and family.

5.1 Recommendations

This study recommends that organisation should not only focus on employee's actions or behavior that yields it wellbeing they should also be sensitive to the implication of such action on the family life of the employee, hence more flexi time, family call, onsite family visitation and the likes should be seen to accommodate 30% of total work life annually.

References

- Abdullah, N.A., Adenan, N. F. Binti, & Zaiedy, N. S. I. M. (2021). Relationship between Work-Family Conflict, Organizational Commitment and Welfare in the Workplace among Working Women. *International Journal of Academic Research in Business and Social Sciences*, 11(3), 154-168.
- Akkas, M.A., Hossain, M.I and Rhaman, S. (2015). Causes and Consequences of Work-Family Conflict (WFC) among the Female Employees in Bangladesh: An Empirical Study *Journal of Business and Economics*, 6(12), 2063-2071
- Akinyele, S.T., Peters, M. C and Akinyele, F. E. (2016). Work-life balance practices as panacea for employee performance: empirical evidence from river state television, Nigeria. *Arabian Journal of Business and Management Review*, 6(5), 35-47.
- Al-Alawi, A.I., Al-Saffar, E., Saleh, Z.A., Alotaibi, H and Al-Alawi, E.I. (2021). A study of the effects of work-family conflict, family-work conflict, and work-life balance on Saudi female teachers' performance in the public education sector with job satisfaction as a moderator. *Journal of International Women's Studies*, 22, (1), 486-503
- Altındağ, E. and F. Siller. (2014). Effects of Flexible Working Method on Employee Performance: An Empirical Study in Turkey. *Business and Economics Journal*. 5.3, 1-7.
- Amandola, K and Wesburd, D. (2017) Compressed work schedules in policing:

advantages and disadvantages of various shift lengths.

- Awan, A.G and Saeed, S. (2015) Conflict management and organizational performance: A case study of Askari Bank Ltd. *Research Journal of Finance and Accounting*, 6(11), 88-102
- Borman, W.C. and Motowidlo, S.J. (1993), Expanding the criterion domain to include elements of contextual performance in Schmitt, N. and Borman, W.C. (Eds), *Personnel Selection in Organizations*, Jossey Bass, San Francisco, CA, 71-98.
- Campbell, J.P. (1990), Modeling the performance prediction problem in industrial and organizational psychology in Dunnette, M.D. and Hough, L.M. (Eds), *Handbook of Industrial and Organizational Psychology*, Consulting Psychologists Press, Palo Alto, CA, Pg 687-732.
- Cantin E. (1994). La conciliation des responsabilités familiales et professionnelles, *Le Marché du travail*, 67-69.
- Cao, J., Liu, C., Wu, G., Zhao, X and Jiang, Z. (2020). Work-Family Conflict and Job Outcomes for Construction Professionals: The Mediating Role of Affective Organizational Commitment. *International Journal of Environmental Research and Public Health*, 17, 1443, 2-24.
- Clerc, D.D., Kaciak, E and Thongpapanl, N. (2021). Work-to-family conflict and firm performance of women entrepreneurs: Roles of work related emotional exhaustion and competitive hostility. *International Small Business Journal Researching Entrepreneurship*. 1(1), 1-21
- Crossman, A. (2021). What is role conflict in sociology? www.thoughtco.com/role-conflict-3026528. Accessed, August 2021.
- Dickinson, E. (2021). *Psychosocial work influences on adaptive performance*. An MSc thesis Presented to The Faculty of the Department of Psychological Sciences, Western Kentucky University Bowling Green, Kentucky.
- Gbame, C.H. and Qiuhong, Z. (2021), Analysis of the Impacts of Work, Non-Work and Stress Issues on the Work Family Conflict in Ivorian Industrial Sector: *Journal of Systems Science and Information*, 9(2), 131-153.
- Greenhaus J, and Beutell N. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1): 76-88.
- Griffin, M.A., Neal, A. and Parker, S.K. (2007), A new model of work role performance: positive behavior in uncertain and interdependent contexts, *Academy of Management Journal*, 50(2), 327-347.
- Guest, D. E. (2002). Human resource management: When research confronts theory. *International Journal of Human Resource Management*, 12(2), 22-38.
- Kamel, S and Omran, A. (2016). Work-family balance dilemma among employed parent: An empirical study. *International Journal of Business and Economics Development* 4(1), 31-46.
- Koopmans, L., Bernaards, C., Hildebrandt, V., Buuren, S.V., Van der Beek, A.J and De Vet H. C.W. (2013). Development of an individual work performance questionnaire. *International Journal of Productivity and Performance Management* 62(1), 6-28
- Koopmans, L., Bernaards, C.M., Hildebrandt, V.H., Schaufeli, W.B., De Vet, H.C.W.

- and Van der Beek, A.J. (2011), Conceptual frameworks of individual work performance – a systematic review, *Journal of Occupational and Environmental Medicine*, 53(8), 856-866.
- Lin, W., Shao, Y., Li, G., Guo, Y and Zhan, X. (2021). The Psychological Implications of COVID-19 on Employee Job Insecurity and its Consequences: The Mitigating Role of Organization Adaptive Practices. *Journal of Applied Psychology*, 106(3), 317–329
- Liu, P., Wang, X.T; Li, A., and Zhou, L (2019). Predicting Work–Family Balance: A New Perspective on Person–Environment Fit. <https://doi.org/10.3389/fpsyg.2019.01804>. Accessed August, 2021
- Ma, L. and Li, W. (2019) The Relationship between Stress and Counterproductive Work Behavior: Attachment Orientation as a Moderator. *Open Journal of Social Sciences*, 7, 413-423.
- Netemeyer, R.G., Boles, J.S and McMurrian, R. (1996).Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology*, 81(4), 400-410
- Obrenovic, B., Jianguo D., Khudaykulov A and Khan, M.A.S (2020). Work-Family Conflict Impact on Psychological Safety and Psychological Well-Being: A Job Performance Model. *Front. Psychol.* 11:475, 1-18.
- Ralston, D and Flanagan, M. (2014) Effect of flexi time on absenteeism and turnover for male and female employees. *Journal of Vocational Behavior*, 26(2), 206-17
- Rotundo, M. and Sackett, P.R. (2002), The relative importance of task, citizenship, and counterproductive performance to global ratings of performance: a policy-capturing approach, *Journal of Applied Psychology*, 87(1), 66-80.
- Odengo, R and Kiiru, D. (2019). Work life balance practices and organisational performance: Theoretical and empirical review and a critique. *Journal of Human Resource and Leadership*, 4(2), 58 – 72.
- Pulakos, E.D., Arad, S., Donovan, M.A. and Plamondon, K.E. (2000), Adaptability in the workplace: development of a taxonomy of adaptive performance, *Journal of Applied Psychology*, 85(4), 612-624.
- Sinclair, R.R. and Tucker, J.S. (2006), Stress-care: an integrated model of individual differences in soldier performance under stress, in Britt, T.W., Castro, C.A. and Adler, A.B. (Eds), *Military Life: The Psychology of Serving in Peace and Combat (Vol. 1)*, Military Performance, Praeger Security International, Westport, CT, 202-31.
- Tremblay D G. (2004). *Conciliation emploi-famille et temps sociaux*. Quebec-Toulouse, Presses de l’universit du Quebec et Octares
- Warokka, A and Febrilia, I. (2015). Work-family conflict and job performance: lesson from a southeast Asian emerging market. *Journal of Southeast Asian Research*, 5(2), 1-14.
- Widyarini, Y.Y and Muafi, Y (2021). The influence of work-family conflict and Islamic work ethics on employee performance: The mediation role of work motivation. *International Journal of Research in Business and Social Science* 10(3), 177-180