

Work-family Conflict, Demographic Characteristics and Job Satisfaction among Ghanaian Corporate Leaders

Kwasi Dartey-Baah

*Department of Organisation and Human Resource Management
University of Ghana Business School
P.O. Box LG 78, Legon, Accra – Ghana, West Africa
kdartey-baah@ug.edu.gh*

ABSTRACT

This study examines the relationship between the construct of work-family conflicts (WFC) and job satisfaction as well as the differences between the demographic characteristics and WFC with reference to the leadership of Ghanaian businesses. 100 Ghanaian corporate leaders from business organizations in the Accra Metropolis participated in a comprehensive cross-sectional survey which considered multiple scales across WFC domains. Pearson correlation coefficient, Independent sample t-test and One-way ANOVA were used to test the hypotheses. The results indicate that work-to-family and family-to-work conflict has a negative effect on managers' job satisfaction and age was seen to have positive relationship with conflicts emanating from work-to-family.

JEL Classification: M12

Keywords: work-to-family conflict; family-to-work conflict; job satisfaction; corporate leaders; Ghana

I. INTRODUCTION

Changes in the workplace and demography of employees have made studying the relationship between work and family more important in recent years. Studies on work-family conflict (WFC) have been increasing of late and not surprisingly, have become a major area in organizational research (Parasuraman and Greenhaus, 2002). This is because balancing work and family responsibilities has become a challenge for many employees (Moreno-Jiménez et al., 2009). These challenges transcend the boundaries of a single arena and usually have adverse effect on employee's health and psychological well-being (Kinnunen et al., 2006; Noor, 2002). In addition, work-family conflict is an important area for practitioners because it has been empirically related to negative work attitudes (Frone et al., 1992a; Parasuraman et al., 1996; Yang et al., 2000), absenteeism (Goff et al., 1990), tardiness (Hepburn and Barling, 1996), leaving work early (Boyar et al., 2005), turnover intentions (Burke, 1988), and other negative work behaviors (Frone et al., 1996). It is, therefore, imperative that industry and academia take keen interest in this emerging labor challenge whose dynamics are subtly becoming complicated.

Two separate forms of work-to-family conflict (WFC) and family-to-work conflict (FWC) have been shown to negatively impact organizational, family, and personal outcomes. Work-to-family conflict (WFC) could be observed as the unfavourable impact of work demands on the fulfilment of family responsibilities whereas family-to-work conflict (FWC) is the negative effect of family responsibilities on performance in the work place (Hoang, 2009). This phenomenon results when the expectations and time constraints associated with the professional and personal lives of workers are not compatible, making it difficult to manage both. For many, time is viewed as a limited resource; thus, the more time and energy an individual invests in one role, the less available to spend in the other, resulting in conflicts. This is the situation of many Ghanaian business leaders who strive to simultaneously perform two demanding roles. One role frequently involves a sole or shared responsibility for managing a family whereas the other involves successful performance of leadership tasks on the job. Both roles usually require substantial time and the use of an individual's physical and mental resource and if not well handled may result in conflict which in turn may impair the performance of both roles.

The relationship between work-family conflicts and job satisfaction has been explored extensively in studies. Most studies have reported negative relationship between these two constructs (Anderson et al., 2002; Boles and Babin, 1996; Frye and Breaugh, 2004). However, very little research, if any at all, has been done in Ghana concerning this subject with specific reference to the business leaders. As a result, the first objective of this study is to determine if work-to-family conflicts and family-to-work conflicts experienced by Ghanaian business leaders result in a negative relationship with their perception of job satisfaction.

Previous studies have successfully demonstrated that some variables are related to both WFC and FWC differently. For instance, Netemeyer, Boles, and McMurrian (1996), Parasuraman et al. (1996), Frone et al. (1997b), and Kinnunen and Mauno (1998) have reported the following variables age, family support and number of children as having a relationship with WFC and FWC. On the other hand, very few studies have also established that there exist differences among gender with respect to

work-to-family conflict and family-to-work conflict. For instance, it has been reported that though both sexes may experience work-family conflicts, females tend to be more conflict-prone than their male counterparts due to the former spending more combined time on work and family activities than the latter (Frone et al., 1992a; Hammer et al., 1997; Lundberg et al., 1994). Thus, the second objective of this study would be to establish the differences, if any, between each of the demographic factors and the variables WFC and FWC with specific emphasis on the Ghanaian corporate leaders.

As noted above, extensive research has been conducted to measure the relationship between work-family conflict and job satisfaction as well as other variables such as managerial efficiency and productivity. However, it is worth noting that all the studies conducted are in isolation and in different settings other than Ghana; and beside Aminah's (2007) study on "Job, family and individual factors as predictors of work-family conflict" in Malaysia, none of the studies conducted so far have focused on the relative influence of demographic factors such as (age, educational background and managerial level) on work-family conflict with specific reference to corporate leaders. This study, therefore, seeks to fill these identified gaps that exist in the literature. Against this background, the study is designed to examine the relationship between work-family conflict and job satisfaction as well as the differences in work-family conflict using the demographic factors of respondents.

II. THEORETICAL FRAMEWORK AND MODEL

The effect of globalization and increased development has its attendant problems. Increasingly, parents, both male and female are assuming dual responsibilities among others and these responsibilities are driven by the desire to achieve success in the corporate world while maintaining a balanced family life. However, these two roles appear equally demanding and can be at conflict with each other. This dual responsibility imposed by both work and family life is termed as "sweeping changes" (Allen, 2001). In response to this, organizations have put in place measures such as leaves and flexible working hours among others to mitigate the adverse impact of work-to-family conflicts and family-to-work conflicts on their employees. However, it appears these measures have not yet provided the needed solutions (Allen, 2001).

The concept of work-family conflict has been explained by Kahn et al. (1964) and Pleck (1977) using the role theory framework. They proposed that the major determinant of an individual's behavior is the expectation of behavior that others have for him or her. The role theory predicts that the expectations surrounding each of these different roles a person performs can degenerate into inter-role conflict when they involve pressure on the individual to satisfy all expectations of work and family roles since each role requires time, energy and commitment. Using this framework, Kahn et al. (1964) defined work-family conflict as a form of inter-role conflict in which the role pressures from work and family spheres are mutually incompatible. Such incompatibility is indicated by the fact that participation in the work role is made more difficult by virtue of participation in the family role and vice versa.

One of the dominant models through which work-family conflict is viewed is the integrative model (Frone et al., 1997a). This model brings out a comprehensive outlook of conflict in terms of varying outcomes. However, in recent times, work-family conflict has been examined from a systems perspective demonstrating that one member

of a couple's experience of work-family conflict can significantly impact their partner's experience of work-family conflict (Hammer et al., as cited in Boyar et al., 2007). These work and family “crossover effects” of stress and strain from one member of a couple to the other have been recently presented in a theoretical model by Westman (2001, 2002). Thus, in crossover, stress experienced in the workplace by an individual may lead to stress being experienced by the individual’s partner at home. Whereas spillover is an intraindividual transmission of stress or strain, crossover is a dyadic, interindividual transmission of stress or strain. In addition, Ling and Powell’s (2001) framework on work-family conflict posit that attempts to adequately fulfill both work and family role demands require sufficient amount of time and energy, which may be scarce. Thus, simultaneous work and family role demands could lead to work and family stressors, which consecutively act as antecedents of work-family conflict. Stressors in work domain lead to work-to-family conflict, and stressors in family domain lead to family-to-work conflict. The former occurs when work activities hinder performance of family responsibilities and the latter when family responsibilities negatively affect performance in work place. Work-family conflict in turn negatively influences job satisfaction and the psychological well-being of workers.

Recognizing the bi-directional nature of the interrole construct, two distinct types of conflict, namely, work-to-family conflict and family-to-work conflict are included in a framework developed for the study as shown in Figure I. The model is developed based on the role theory framework (Kahn et al., 1964; Pleck, 1977), the systems approach of Hammer et al. (2009) and Westman (2001, 2002) and the framework of Ling and Powell (2001) as well as other researches and scholarly works discussed under the literature review segment of this study.

As indicated in Figure I, WFC and FWC are correlated both with work role demands and family role demands respectively. And the model shows that these conflicts have negative impact on the job satisfaction of the Ghanaian corporate leader. The components of work role demands consist of commitment, productivity, responsibility and reliability whereas that of family role demands encompasses responsibility for children, spouse support, household responsibilities and earning money.

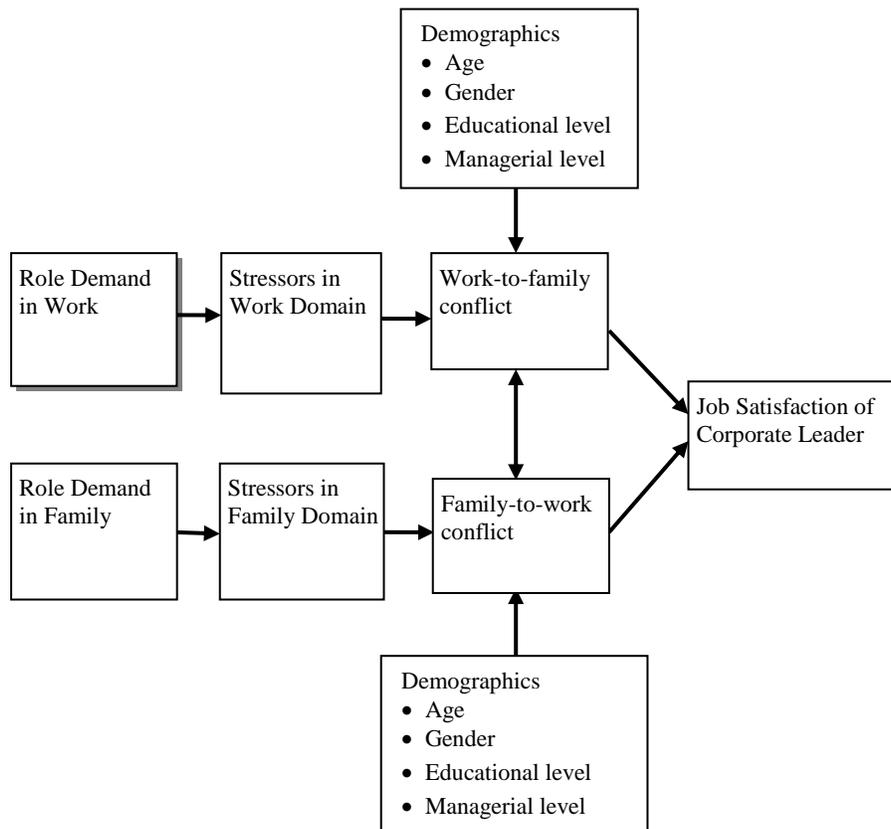
Again, the model looks at the extent to which the demographic characteristics of respondents influence the bi-directional construct from the angle of WFC and FWC. Finally, the direct relationship between WFC and FWC vice versa is also examined. In brief, work and family role demands as well as demographic characteristics of respondents are taken into consideration in this proposed work-family conflict model.

III. LITERATURE REVIEW

A. Work-Family Conflict

According to Stoner, Hartman, and Arora (1990), work-family conflict is defined as “a form of inter-role conflict arising because pressures emanating from one role are incompatible with those from another role.” Adams, King, and King (1996) also stated that work-family conflict arises when demands of one domain (e.g., work) are incompatible with demands of the other domain (e.g., family), and this conflict can affect the quality of both work and family life. Again, O’Neil and Greenberger (1994)

Figure 1
Proposed WFC model



demonstrated that individuals who combine work and family roles often feel a high degree of commitment to both roles and, perhaps as a result of this high commitment, may also experience a high degree of work-family conflict. This is because responsibilities at work and in the family are obviously important to most individuals; however, when taken together, these responsibilities often result in conflicting demands (Boles et al., 1997).

The definition implies that work-family conflict is a complex, bi-directional construct. Conflict may arise from either domain: work-to-family conflict [WFC] or family-to-work conflict [FWC] (Stoeva, Chiu, and Greenhaus, 2002). Work-to-family conflict occurs when managers bring problems and stress from work to their homes that negatively influence the quality of their family life. Family-to-work conflict, on the other hand, occurs when family responsibilities interfere with an individual's work-related duties. The descriptions of work-family conflict all focus on the conflict of high demanding dual roles on the bearing subject. In other words, the nature of work family conflict is role conflict. According to Greenhaus, Parasuraman, and Collins (2001) there are two types of work-family conflict: time-based and strain-based. Time-based conflict

arises when time spent on one role (work or family) are obstacles to the completion of responsibility of the other role. Strain-based conflict arises when the strain produced in one role spills over into the other role (Ling and Powell, 2001).

Most psychosocial researchers studying WFC attempt to establish the impact of this bi-directional concept on some aspects of employee behavior or organizational performance. There is a wide agreement among the extant scholarly literature on WFC and FWC that the two constructs although strongly correlated with one another, are conceptually and empirically distinct constructs (Duxbury et al., 1994; Frone et al., 1992a). While the best predictors of WFC conflict are work-related variables, the antecedents of FWC conflict are mainly family-related variables (Kinnunen and Mauno, 1998). Studying the effect of WFC and FWC on some psychosocial variants of employees, (Moreno-Jiménez et al., 2009) mentioned that both types of stress are associated with health problems such as psychological strain (Kinnunen et al., 2006; Noor, 2002), depression and anxiety (Lapierrre and Allen, 2006) or lower sleep quality (Williams et al., 2006). Thus, deducing from the review so far, this study primarily focuses on the impact of both WFC and FWC on the perception of Ghanaian corporate leaders' job satisfaction.

B. Effect of Work-Family Conflict on Job Satisfaction

Various researchers have defined the job satisfaction construct differently. The term was brought to limelight by Hoppock (1935) who reviewed 32 studies on job satisfaction conducted prior to 1933 and observed that job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to say, "I am satisfied with my job". Such a description indicates the variety of variables that influence job satisfaction but tell us nothing about its nature. Locke and Lathan (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. According to Mitchell and Lasan (1987), it is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied attitude. Thus, job satisfaction as an outcome variable of work-family conflict is defined as the emotional response to a job situation which cannot be seen but rather can only be inferred (Luthan, 1998). This definition suggests job satisfaction is a global affective reaction that individuals hold about their jobs.

Studies have found that individuals who experience work-family conflict are generally unsatisfied with their jobs. There exists a priori evidence that WFC or FWC is negatively related to job satisfaction in various domains. Moreover, research has indicated that work-family conflicts are associated with diminished satisfactions and lower levels of psychological well-being (Frye and Breough, 2004; Anderson et al., 2002; Carlson and Perrewe, 1999; Kinnunen and Mauno, 1998; Kossek and Ozeki, 1998; Boles and Babin, 1996; Thomas and Ganster, 1995; Hughes and Galinsky, 1994 Frone et al., 1992b). Netemeyer et al. (1996) reported that work-family conflict relates to work-related outcomes such as organizational commitment, job satisfaction, and turnover intention.

Furthermore, literature reveals that the negative effect of work-family conflict on work attitude may be moderated by several variables (Martins et al., 2002). In these studies, emotional intelligence is expected to moderate the relationship between work-family conflict and job satisfaction, and the relationship between work-family conflict and career commitment. George (2000) and Tsui et al. (1992) posit that family interference with work may have some negative consequences on the extent to which employees will be satisfied with their jobs and committed to their career aspirations. However, Aryee et al. (1999), and Lyness and Thompson (1997) do not report the same findings. On the basis of this logic, conflict and job satisfaction are expected to exhibit a strong correlation. This study, therefore, seeks to investigate this correlation in the context of the Ghanaian corporate leadership.

C. Demographic Characteristics and Work-Family Conflict

Researchers have successfully demonstrated that some antecedents are related to both WFC and FWC [e.g. age, family support, number of children] (Frone et al., 1992b, 1996, 1997b; Kinnunen and Mauno, 1998; Netemeyer et al., 1996; Parasuraman et al., 1996). For instance, it has been reported that though both sexes may experience work-family conflicts, females tend to be more conflict-prone than their male counterparts due to the former spending more combined time on work and family activities than the latter (Frone et al., 1992b; Hammer et al., 1997; Lundberg et al., 1994). However, to confirm the construct validity of WFC and FWC and to better target management interventions for each, the unique antecedents of each must be clearly delineated.

The works of Adekola (2006), Ajaja (2004), and Williams and Warrens (2003) assessed gender differences in burnout at the workplace, work-family conflict and managerial efficiency of the managers in Nigeria. Their findings revealed that role conflict experienced by the managers resulting from work-to-family interface has detrimental effects on their performance. Also, female managers were found to be less effective in managing organizational resources than male managers based on work-family role conflict. This is because female managers tend to experience work-to-family role conflict than the male managers do. This finding still requires further empirical verification which the present study seeks to do. Again, existing literature suggests two hypotheses concerning gender differences in domain sources conflict: domain flexibility and domain salience. The domain flexibility hypothesis predicts that the work domains are greater sources of conflict than the family domain for both men and women. The domain salience hypothesis predicts that the family domains are greater sources of conflict for men than the work domain (Lzaeli, 1993). Evans and Bartolome (1999) claim that the work domain is less flexible, so work affects family life more than the reverse and there is no gender difference. But for Cooke and Roussoau (1994) conflict is greater from the domain that is more salient to the person's identity. Therefore, women will experience more conflict from the family domain and men from the work domain.

Still on gender differences, Ajaja (2004) noted that women might experience more role conflict as a result of simultaneity of their multiple roles. Evidence from research have shown that some family domain pressures like the effects of the presence of young children (Ciarrochi et al., 2001), spouse time in paid work (Akinjide, 2006; Poele, 2003) and work domain pressures like number of hours worked per week

(Akinboye, 2003) are associated with work-family conflict. However, Pleck, Starnes, and Lang (1990) discovered that specific conditions that contribute most to the work-family conflict (WFC) were: excessive working hours, scheduling incompatibilities, and physically/psychologically demanding duties that cause fatigue and irritability. Thus, men were more likely than women to report WFC caused by excessive work time whereas women more than men were likely to report WFC caused by schedule incompatibilities. Thus, no gender differences were found in the pattern of asymmetry. In a similar vein, Drago (2002) had predicted that women, because of responsibilities in the household, would have greater interferences from family-to-work than men; and that men, because of a strong work allegiance, would have greater interferences from work-to-family than women.

With regard to the age of respondents, studies have shown a negative correlation between age and work-family conflict. For instance, a study done by Hsu (2011) with Taiwanese correctional officers revealed that age is significantly and negatively correlated with work-family conflict. Similar studies by Andreassi and Thompson (2007) revealed a close relationship of age with work-family conflict.

Studies that examine the characteristics of work domain as predictors of work-family conflict have established that employees in managerial and professional positions report higher levels of work-to-family conflict than those working in non-managerial and non-professional positions (Duxbury and Higgins, 2003). For instance, among Spanish employees, Carnicer et al. (2004) discovered that there were differences in the job category level with respect to work-family conflict whereby top managers experienced greater work-to-family conflict than their subordinates in the lower category.

Related to the managerial position is employee's educational qualification. Employees with a master or doctoral degree experienced greater WFC and FWC than employees with high school education. A study of female Malaysian operators, clerks, secretaries, nurses and physicians found that physicians experienced the greatest intensity of work-to-family conflict. However, operators experienced the greatest intensity of family-to-work conflict (Aminah, 2007). Thus, the current study seeks to establish the differences in WFC and FWC based on the discussed demographic characteristics of respondents.

D. Hypotheses

Based on the literature reviewed, the following hypotheses are formulated to guide the study:

- H1. WFC will be positively related to FWC.
- H2a. WFC will be negatively related to job satisfaction.
- H2b. FWC will be negatively related to job satisfaction.
- H3a. Males will experience more WFC than females.
- H3b. Females will experience more FWC than males.
- H4a. Older workers will experience less WFC than younger ones.
- H4b. Older workers will experience more FWC than younger ones.
- H5. Scores of WFC and FWC differ across respondents' position in the organization.

IV. METHODOLOGY

A. Sample and Procedure

Data used in this study were purposively obtained from corporate leaders in the Accra Metropolis of Ghana. Firms were first of all sampled at random from a predetermined list of businesses. The criteria for inclusion were those firms who have operated for more than a year in the metropolis. Thus, a sample of 5 businesses from the study's predetermined list of businesses qualified for the study. Questionnaires with an introductory letter assuring respondents of their confidentiality and anonymity were self-administered to a total of 120 participants. Of the 120 questionnaires distributed, 100 completed questionnaires were returned yielding a response rate of 83 percent.

The demographic characteristics of respondents can be broken down as follows: 67 percent corporate leaders were males while 33 percent were females; 10 percent were below 26 years of age, 55 percent were between the ages of 26-35; 18 percent were between the ages of 36-45, and 17 percent were above 45 years. Again, 39 percent were top level managers, 33 percent middle level managers and 28 percent clericals (lower level managers). Additionally, 82 percent were graduates, 15 percent had only professional qualifications and 3 percent educated only up to secondary education level.

B. Measures

All items, other than demographic characteristics of respondents, were captured using a six-point Likert-type scale with responses ranging from disagree very much (1) to agree very much (6). Negative items were reversed in coding for the purpose of alignment with the other items. Thus, a higher score indicates greater variable strength. All questionnaire items were self-developed by the researcher. One sample Kolmogorov-Smirnov Test for normality of data was employed for this study. From the analysis, the p-value for work-to-family conflict (WFC), family-to-work conflict (FWC) and JS (Job satisfaction) were all greater than 0.05 indicating that the data was normally distributed.

C. Work-Family Conflict

Work-to-family conflict (WFC) and family-to-work conflict (FWC) items were developed to measure corporate leader's perception of the degree to which work interferes with family life and also the degree to which family life interferes with work responsibilities. A sample item for WFC is "The demands of my work interfere with my home family life". A sample item for FWC is "My home life interferes with my responsibilities at work". Cronbach's coefficient alpha, an internal consistency measure was used to establish the reliability of this section of the instrument. The alphas for WFC and FWC were 0.88 and 0.87 respectively. This means that the instrument was appropriate and reliable.

D. Job Satisfaction

Items measuring job satisfaction were self-developed by the researcher. In all 6 positive items measured corporate leaders' level of job satisfaction. The average score

of the 6 items was used to assess the attitude of respondents regarding their job content. A sample of an item for the scale is “The ambiance at office is absolutely favorable for work”. The coefficient alpha for Job satisfaction was 0.72.

V. RESULTS

The means, standard deviations, correlations and internal consistency reliabilities for the measures (work-to-family conflict, family-to-work conflict and job satisfaction) used in this study are reported in Table 1. Likewise previous studies, WFC and FWC were highly and positively correlated ($r = 0.60$, $p < 0.01$). In terms of work-family conflict and job satisfaction, work-to-family conflict ($r = -0.34$, $p < 0.01$) and family-to-work conflict ($r = -0.34$, $p < 0.01$) are significantly and negatively related to job satisfaction, indicating that Ghanaian corporate leaders who experience work-family conflict (WFC and FWC), tend to have lower job satisfaction. The results in Table 1 thus provide initial support for H1, H2a, and H2b.

To investigate the differences in work-to-family conflict (WFC) and family-to-work conflict (FWC) based on gender, an independent samples t-test analysis was conducted in this study. The dependent variables (WFC and FWC) were entered first followed by the independent variable (gender). Table 2 presents the results of the independent samples t-test analysis.

The results in Table 2 show that no significant difference exists between work-to-family conflict of male ($M=23.2$, $SD=8.06$) and female ($M=22.85$, $SD=8.95$) respondents, [$t(60) = 0.16$, $p > 0.05$]. Similarly, there was no significant difference in family-to-work role conflict of male ($M=14.62$, $SD=7.87$) and female ($M=15.1$, $SD=7.32$) Ghanaian corporate leaders, [$t(60) = -0.23$, $p > 0.05$]. This, therefore, indicates that no gender differences were found in the patterns of WFC and FWC. Thus the results in Table 2 do not support H3a and H3b.

With regard to differences in WFC and FWC based on age category of participants, a one-way analysis of variance (ANOVA) was conducted to investigate the differences if any in the dependent variables (WFC and FWC). The results in Table 3 indicates that a statistically significant difference was recorded in WFC across the four age categories, [$F(3, 56) = 3.62$, $p < 0.05$]. Nevertheless, no significant difference occurred in FWC, with respect to the age category of the respondents [$F(3, 56) = 2.67$, $p > 0.05$]. Thus, H4b is rejected.

To further elaborate the significant difference in WFC based on the age of respondents, a Post-Hoc test of multiple comparisons using Tukey Honest Significant Difference (HSD) was conducted to ascertain which group means in the independent variable (age category) differed from which others with respect to the dependent variable (WFC) which proved significant at the 0.05 alpha level. The Tukey HSD test proved that the actual difference in means existed between the age range of 46-55 years ($M=29.40$) and 18-25 years ($M=19.00$). It can, therefore, be deduced from the analyses that work-to-family conflict increases with one's age. Thus, the older you are, the more work-to-family conflict you will experience. This also does not support H4a.

Lastly, differences in the scores of WFC and FWC based on managerial position were tested using one-way ANOVA. The outcome of the analysis as illustrated in Table 4 shows that no significant difference occurred in WFC [$F(2, 57) = 0.41$, $p > 0.05$] and FWC [$F(2, 57) = 2.16$, $p > 0.05$] across the three managerial levels or positions.

Table 1
Means, standard deviations, correlations, and internal consistency reliabilities

| Variables | Mean | SD | 1 | 2 | 3 |
|----------------------------|-------|------|---------|---------|--------|
| 1. Work-to-family conflict | 23.10 | 8.23 | (0.88) | | |
| 2. Family-to-work conflict | 14.78 | 7.63 | 0.60** | (0.87) | |
| 3. Job satisfaction | 25.52 | 7.06 | -0.34** | -0.34** | (0.72) |

Notes: $n=100$; ** $p < 0.01$, all two-tailed tests; reliability estimates appear in parentheses along the diagonal

Table 2
T-test analysis of differences in WFC and FWC based on gender

| Gender | Mean | SD | Df | t | p-value |
|--------|-------|------|----|-------|---------|
| Male | 23.22 | 8.06 | 60 | 0.16 | 0.82 |
| Female | 22.85 | 8.95 | | | |
| Male | 14.62 | 7.87 | 60 | -0.23 | 0.87 |
| Female | 15.10 | 7.32 | | | |

Note: $n = 100$; $df = 60$; $p > 0.05$ (no significant difference occurred)

Table 3
One-way ANOVA of differences in WFC and FWC based on Age

| Age category | Mean | F | p-value |
|--------------|-------|------|---------|
| 18-25 years | 19.00 | 3.62 | 0.02* |
| 26-35 years | 21.24 | | |
| 36-45 years | 25.18 | | |
| 46-55 years | 29.40 | | |
| 18-25 years | 10.67 | 2.67 | 0.06 |
| 26-35 years | 13.55 | | |
| 36-45 years | 16.09 | | |
| 46-55 years | 19.90 | | |

Note: $n = 100$; $df = 3, 56$; * $p < 0.05$ (significant difference exist)

Table 4
One-way ANOVA of differences in WFC and FWC based on position

| Age category | Mean | F | p-value |
|----------------------|-------|-------|---------|
| Top level management | 22.17 | 0.407 | 0.67 |
| Middle level | 23.86 | | |
| Clerical | 21.76 | | |
| Top level management | 16.00 | 2.16 | 0.13 |
| Middle level | 16.05 | | |
| Clerical | 11.59 | | |

Note: $n = 100$; $df = 2, 57$; $p > 0.05$ (no significant difference recorded)

VI. DISCUSSIONS AND CONCLUSIONS

The findings of this study show that, significant positive relationship exist between WFC and FWC as indicated by the role theory framework (Kahn et al., 1964; Pleck, 1977); the systems approach (Hammer et al., as cited in Boyar et al., 2007; Westman, 2002, 2001) and the framework of Ling and Powell (2001) in the proposed work-family conflict model in Figure 1. However, this finding is in discord with the theoretical argument advanced by Bryon (2005), and Mesmer-Magnus and Viswesvaran (2005) that WFC and FWC are distinct but reciprocally related. Again, George (2000) and Tsui et al. (1992) in their studies discovered that family (work) interference with work (family) has some negative consequences on the extent to which employees will be satisfied with their works and committed to their career aspirations.

Similarly, this study has also found that work-to-family conflict and family-to-work conflict have negative effect on job satisfaction. This indicates that Ghanaian corporate leaders who experience a higher level of either conflict tend to have less satisfaction with their work. Thus, given the demanding work requirements of Ghanaian corporate leaders in terms of supervisory practices, meeting attendances, traveling schedules, record keeping, decision-making and other evaluative assignments, it is not surprising that those who experience work-to-family conflict have lower levels of job satisfaction. Again, this result is consistent with the theoretical framework of Ling and Powell (2001) as well as results of previous studies undertaken in other occupations and settings (Frye and Breugh, 2004; Anderson et al, 2002; Kossek and Ozeki, 1998; Netemeyer et al., 1996).

Moreover, unlike Ajaja (2004), Drago (2002), and Lzaeli (1993) who argue that female (women) because of responsibilities in the household would have greater interferences from family-to-work than male (men), and that male (men), because of a strong work allegiance, would have greater interferences from work-to-family than female (women), this study has found that no significant difference exist in WFC and FWC between male and female corporate leaders in Ghana. Again, the results of the study are in disagreements with Frone et al. (1992a), Hammer et al. (1997), and Lundberg et al. (1994) who report that females tend to be more conflict-prone than their male counterparts due to the former spending more combined time on work and family activities than the latter. This may also suggest that Ghana male corporate leaders appear to be more supportive of their spouses in undertaking house chores; a shift from the usual traditional thinking of less supportive male spouses in that regard.

However, in accordance with this study is the conclusion drawn by Pleck et al. (1990) in their research that work and family boundaries are asymmetrically permeable and that gender differences that exist with regard to this has been debunked. In consequence, no gender difference exists with respect to work-family conflict.

This study has also found a significant difference in work-to-family (WFC) conflict within the age range of Ghanaian corporate leaders. Thus, the finding hypothesizes that conflict in families emanating from workplace is significantly and positively related to the age range of Ghanaian corporate leaders. Thus, the older one becomes the more work-to-family conflict he/she is likely to experience. This study thus reject the findings of Hsu (2011), and Andreassi and Thompson (2007) that state that age is significantly and negatively correlated with work-family conflict.

A. Managerial Implications

Research has shown that work-family conflict has a negative impact on organizational, family, and personal outcomes (Frone et al., 1992a and 1997a). The findings of this study calls for further interrogation into conflicts experience in both directions and their mitigating measures by business organizations. The study implies that corporate entities should find ways to hold constant or reduce perceptions of work and family demand, along with other direct variables of WFC and FWC. For instance, organizations can reduce workloads, limit the number of roles assigned to employees in different levels, and provide resources as well as encourage support from colleagues in completing task assignments.

Besides, since dissatisfaction at work can affect productivity, it implies that firms should develop keen interest in issues of this bi-directional concept. This can be possible and beneficial by redesigning jobs to make them more interesting and challenging (Hackman and Oldham, 1980). Thus, if employees enjoy their work and find it valuable, then they may potentially work even harder than they usually do.

Results from this study also indicate a significant difference in age category based on work-to-family conflict. This difference, however, depicts a positive relationship between age and work-to-family conflict. The study implies that assignment of roles and task to different age categories in a firm should be done with care. This is because a higher task assignment or over challenging jobs to older employees potentially means more conflict at home and this in turn will negatively affect productivity.

In conclusion, the study supports past research stating that, among a number of antecedent factors, work-family conflict is a vital factor which significantly affects job satisfaction. This study thereby contributes to the existing work-family conflict literature and divulges the effect of respondents' demographic characteristics on this complex, multi-dimensional, bi-directional construct.

REFERENCES

- Adams, G.A., L.A. King, and D.W. King, 1996, "Relationships of Job and Family Involvement, Family Social Support, and Work-family Conflict with Job and Life Satisfaction", *Journal of Applied Psychology*, 81, 411-420.
- Adekola, K.A., 2006, Gender Differences in the Experiences of Burnout at Work Place among the Teachers of Ogun State, *Journal of Labor and Trade Unionism*, 1(1), 36-45.
- Ajaja, A.A., 2004, *Gender Factors as Determinants of Managerial Efficiency in Work Organizations in Oyo State, Nigeria*, Unpublished PhD thesis, University of Ibadan.
- Akinboye, J.A., 2003, Emotional Intelligence and Personality Factors: Effect on Job Performance of Managers at Workplace. *Journal of Educational Psychology*, 21(2), 76-83.
- Akinjide, J.O., 2006, *Emotional Intelligence as Determinant of Students' Academic Performance*. Unpublished master's dissertation, University of Ibadan, Ibadan.
- Allen, T.D., 2001, "Family-supportive Work Environments: The Role of Organizational Perceptions", *Journal of Vocational Behavior*, 58(3), 414-435.

- Aminah A., 2007, "Work-family Conflict, Life-cycle Stage, Social Support, and Coping Strategies among Women Employees", *The Journal of Human Resource and Adult Learning*, 3(1), 70-79.
- Anderson, S.E., B.S. Coffey, and R.T. Byerly, 2002, "Formal Organizational Initiatives and Informal Workplace Practices: Links to Work-family Conflict and Job-related Outcomes", *Journal of Management*, 28(6), 787-810.
- Andreassi, J.K. and C.A. Thompson, 2007, "Dispositional and Situational Sources of Control: Relative Impact on Work-family Conflict and Positive Spillover", *Journal of Managerial Psychology*, 22(8), 22-740.
- Aryee, S., V. Luk, A. Leung, and S. Lo, 1999, "Role Stressors, Interrole Conflict, and Well-being: The Moderating Influence of Spousal Support and Coping Behaviors among Employed Parents in Hong Kong", *Journal of Vocational Behavior*, 54, 259-78.
- Boles, J.S. and B.J. Babin, 1996, "On the Front Lines: Stress, Conflict, and the Customer Service Provider", *Journal of Business Research*, 37(1), 41-50.
- Boles, J.S., M.W. Johnston, and J.F. Hair, 1997, "Role Stress, Work-family Conflict and Emotional Exhaustion: Inter-relationships and Effects on Some Work-related Consequences", *Journal of Personal Selling and Sales Management*, 17(1), 17-28.
- Boyar, S.L., J.C. Carr, D.C. Jr Mosley, and C.M. Carson, 2007, "The Development and Validation of Scores on Perceived Work and Family Demand Scales", *Educational and Psychological Measurement*, 67, 100-15.
- Boyar, S.L., C.P. Maertz Jr., and A. Pearson, 2005, "The Effects of Work-family Conflict and Family-work Conflict on Non-attendance Behaviors", *Journal of Business Research*, 58, 919-25.
- Byron, K., 2005, "A Meta-analytic Review of Work-family Conflict and Its Antecedents", *Journal of Vocational Behavior*, 67(2), 169-198.
- Burke, R.J., 1988, "Some Antecedents and Consequences of Work-family Conflict", *Journal of Social Behavior and Personality*, 3, 287-302.
- Carlson, D.S., and P.L. Perrewe, 1999, "The Role of Social Support in the Stressor-strain Relationship: An Examination of Work-family Conflict", *Journal of Management*, 25, 513-40.
- Carnicer, M., P. de Luis, A. M.Sanches, M.P. Perez, and M.J.V. Jimenez, 2004, "Work-family Conflict in a Southern European Country: The Influence of Job-related and Non-job-related Factors", *Journal of Managerial Psychology*, 19(5), 446-489.
- Ciarrochi, J., A.Y.C. Chan, and L.E. Bajgar, 2001, "A Critical Evaluation of the Emotional Intelligence Constructs", *Personality Individual Differences*, 28, 539-561.
- Cooke, V., and Roussoau, 1994, "Effects of Continuance, Affective, and Mora Commitment on the Withdrawal Process: An Evaluation of Eight Structural Equations Models", *Academy of Management Journal*, 36, 951-995.
- Drago, F.A., 2002, "Emotional Labor at Workplace: An Examination of Turnover Intentions of the Workforce", *Journal of Social and Health Psychology*, 23(1), 34-45.
- Duxbury, L., and C. Higgins, 2003, "Work Life Conflict in Canada in the New Millennium: A Status Report", Public Health Agency of Canada, Retrieved October 23, 2005, from <http://www.phac-aspc.gc.ca/publicat/work-travail/report2/index.html>.

- Duxbury, L.E., C.A. Higgins, and S. Mills, 1994, "After-hours Telecommuting and Work-family Conflict: A Comparative Analysis", *Information Systems Research*, 3, 173-190.
- Evans, L.Z. and C.O. Batholome, 1999, "Emotional Intelligence, Job Satisfaction and Leadership Effectiveness among the Head Teachers", *Psychology Bulletin*, 16(2), 32-46.
- Frone, M.R., M. Russell, and G.M. Barnes, 1996, "Work-family Conflict, Gender, and Health-related Outcomes: A Study of Employed Parents in Two Community Samples", *Journal of Occupational Health Psychology*, 1, 57-69.
- Frone, M.R., M. Russell, and M.L. Cooper, 1992a, "Antecedents and Outcomes of Work-family Conflict: Testing a Model of the Work-family Interface", *Journal of Applied Psychology*, 77, 65-78.
- Frone, M.R., M. Russell, and M.L. Cooper, 1992b, "Prevalence of Work-family Conflict: Are Work and Family Boundaries Asymmetrically Permeable?", *Journal of Organizational Behavior*, 13, 723-9.
- Frone, M.R., M.R. Russell, and M.L. Cooper, 1997a, "Job Stressors, Job Involvement, and Employee Health: A Test of Identity Theory", *Journal of Occupational and Organizational Psychology*, 68, 1-11.
- Frone, M.R., J.K. Yardley, and K.S. Markel, 1997b, "Developing and Testing an Integrative Model of the Work-family Interface", *Journal of Vocational Behavior*, 50, 145-67.
- Frye, N.K. and J.A. Breugh, 2004, "Family-friendly Policies, Supervisor Support, Work-family Conflict, Family-work Conflict, and Satisfaction: A Test of a Conceptual Model", *Journal of Business and Psychology*, 19(2), 197-220.
- George, J.M., 2000, "Emotions and Leadership: The Role of Emotional Intelligence", *Human Relations*, 53(8), 1027-1055.
- Goff, S.J., M.K. Mount, and R.L. Jamison, 1990, "Employer Supported Child Care, Work/family Conflict, and Absenteeism: A Field Study", *Personnel Psychology*, 43, 793-809.
- Greenhaus, J.H., S. Parasuraman, and K.M. Collins, 2001, "Career Involvement and Family Involvement as Moderators of Relationships between Work-family Conflict and Withdrawal from a Profession", *Journal of Occupational Health Psychology*, 6, 91-100.
- Hackman, J.R. and G.R. Oldham, 1980, *Work Redesign*, Addison-Wesley, Reading, MA.
- Hammer, L.B., E. Allen, and T.D. Grigsby, 1997, "Work and Family Conflict in Dual-earner Couples: Within-individual and Crossover Effects of Work and Family", *Journal of Vocational Behavior*, 50(2), 185-203.
- Hammer, L.B., E.E. Kossek, Y. Nanette, B. Todd, and C.H. Ginger, 2009, "Development and Validation of a Multidimensional Measure of Family Supportive Supervisor Behaviors (FSSB)", *Journal of Management*, 35, 837-56.
- Hepburn, C.G. and L. Barling, 1996, "Eldercare Responsibilities, Interrole Conflict, and Employee Absence: A Daily Study", *Journal of Occupational Health Psychology*, 1, 311-318.
- Hoang, T.H.L., 2009, *Work-life Balance: The Challenge of Female Entrepreneurs in Vietnam*. Unpublished Master's Thesis, School of Sustainable Development of Society and Technology, Malardalen University, Malardalen.

- Hoppock, R., 1935, *Job Satisfaction*, Harper and Brothers, New York, NY.
- Hsu, Y.R., 2011, "Work-family Conflict and Job Satisfaction in Stressful Working Environments: the Moderating Roles of Perceived Supervisor Support and Internal Locus of Control", *International Journal of Manpower*, 23(2), 233-248.
- Hughes, D.L. and E. Galinsky, 1994, "Gender, Job and Family Conditions, and Psychological Symptoms", *Psychology of Women Quarterly*, 18, 251-270.
- Kahn, R. L., D. M. Wolfe, R. P. Quinn, J. D. Snoek, and R. A. Rosenthal, 1964, *Organizational Stress: Studies in Role Conflict and Ambiguity*, Wiley, New York, NY.
- Kinnunen, U., T. Feldt, S. Geurts, and L. Pulkkinen, 2006, "Types of Work-family Interface: Well-being Correlates of Negative and Positive Spillover between Work and Family", *Scandinavia Journal of Psychology*, 47, 149-162.
- Kinnunen, U. and S. Mauno, 1998, "Antecedents and Outcomes of Work-family Conflict among Employed Women and Men in Finland", *Human Relations*, 51, 157-178.
- Kossek, E.E., and C. Ozeki, 1998, "Work-family Conflict, Policies, and the Job-life Satisfaction Relationship: A Review and Directions for Organizational Behavior-human Resources Research", *Journal of Applied Psychology*, 83(2), 139-149.
- Lapierre, L.M. and T.D. Allen, 2006, "Work-supportive Family, Family-supportive Supervision, Use of Organizational Benefits, and Problem-focused Coping: Implications for Work-family Conflict and Employee Well-being", *Journal of Occupational Health Psychology*, 11(2), 169-181.
- Ling, Y. and G.N. Powell, 2001, "Work-Family Conflict in Contemporary China: Beyond and American-based Model", *International Journal of Cross Cultural Management*, 1, 357-373.
- Locke, E.A. and G.P. Lathan, 1976, *Theory of Goal Setting and Task Performance*, Prentice-Hall, Englewood Cliffs, NJ.
- Lundberg, U., R. Kadefors, B. Melin, G. Palmerud, P. Hassmen, M. Engstrom, and I. Elfsberg Dohns, 1994, "Psychophysiological Stress and EMG Activity of the Trapezius Muscle", *International Journal of Behavior Medicine*, 1, 354-370.
- Luthans, F., 1998, *Organizational Behavior*, McGraw-Hill, Boston.
- Lyness, K.S. and D.E. Thompson, 1997, "Above the Glass Ceiling? A Comparison of Matched Samples of Female and Male Executives", *Journal of Applied Psychology*, 82, 359-75
- Lzaeli, P.Q., 1993, "Work to Family Conflict and Productivity in Organization: An Empirical Study", *Journal of Applied Psychology*, 16(2), 64-73.
- Martins, B.C., J.H. Samuel, F.T. Chan, and R.O. Miller, 2002, "Work-family Conflict and Women in Wage Employment. A Meta Analysis", *Journal of Social Psychology*, 17(1), 82-91.
- Mesmer-Magnus, J., and C. Viswesvaran, 2005, "Convergence between Measures of Work-to-family and Family-to-work Conflict: A Meta-analytic Examination", *Journal of Vocational Behavior*, 67, 215-232.
- Mitchell, T.R. and J.R. Lason, 1987, *People in Organization*, McGraw-Hill, New York, NY.
- Moreno-Jiménez, B., M. Mayo, A.I. Sanz-Vergel, S. Geurts, A. Rodríguez-Muñoz, and E. Garrosa, 2009, "Effects of Work-family Conflict on Employees' Well-being:

- The Moderating Role of Recovery Strategies”, *Journal of Occupational Health Psychology*, 14(4), 427-440.
- Netemeyer, R.G., J.S. Boles, and R. McMurrian, 1996, “Development and Validation of Work-family Conflicts and Work-family Conflict Scales”, *Journal of Applied Psychology*, 81, 400-410.
- Noor, N.M., 2002, “Work-family Conflict, Locus of control, and Women’s Well-being: Test of Alternative Pathways”, *The Journal of Social Psychology*, 142, 645-662.
- O’neil, R., and E. Greenberger, 1994, “Patterns of Commitment to Work and Parenting: Implications for Role Strain”, *Journal of Marriage and the Family*, 56, 101–118.
- Parasuraman, S. and J.H. Greenhaus, 2002, “Toward Reducing Some Critical Gaps in Work-family Research”, *Human Resource Management Review*, 12, 299-312.
- Parasuraman, S., Y.S. Purohit, and V.M. Godshalk, 1996, “Work and Family Variables, Entrepreneurial Career Success, and Psychological Well-being”, *Journal of Vocational Behavior*, 48, 275-300.
- Pleck, J.H., 1977, “The Work-family Role System”, *Social Problems*, 24, 417-427.
- Pleck, D.N., G.A. Starnes, and S.O. Lang, 1990, “Correlates of Conflict between Work and Family Roles among the Executives”, *Journal of Family Welfare*, 8(3), 26-34.
- Poele, L.T., 2003, “Emotional Intelligence, Job Satisfaction and Collective Bargaining Effectiveness: A Relational Study”, *Journal of Managerial Psychology*, 22(2), 121-130.
- Stoeva, A.Z., R. Chiu, and J.H. Greenhaus, 2002, “Negative Affectivity, Role Stress, and Work-family Conflict”, *Journal of Vocational Behavior*, 60, 1-16.
- Stoner, C.R., R.I. Hartman, and R. Arora, 1990, “Work-home Role Conflict in Female Owners of Small Businesses: An Exploratory Study,” *Journal of Small Business Management*, 28(1), 30–38.
- Thomas, L.T., and D.C. Ganster, 1995, “Impact of Family-supportive Work Variables on Work-family Conflict and Strain: A Control Perspective”, *Journal of Applied Psychology*, 80, 6-15.
- Tsui, S., F.E. Thomas, and C.A. Edward, 1992, *Executive EQ: Emotional Intelligence in Leadership and Organizations*, Grossest/ Putnam, New York, NY.
- Westman, M., 2001, “Stress and Strain Crossover”, *Human Relations*, 54(3), 717-751.
- Westman, M., 2002, Crossover of Stress and Strain in the Family and in the Workplace. in P. L. Perrewe and D. C. Ganster (Eds.), *Research in Occupational Stress and Wellbeing*, 2, 143-181, JAI Press/Elsevier Science, New York, NY.
- Williams, A., R.L. Franche, S. Ibrahim, C.A. Mustard, and F.R. Layton, 2006, “Examining the Relationship between Work-family Spillover and Sleep Quality”, *Journal of Occupational Health Psychology*, 11(1), 27-37.
- Williams, K.H., and C.T. Warrens, 2003, “Work on Family Conflict among the Female Managers in Organization”, *Journal of Gender Studies*, 9(1), 36-47.
- Yang, N., C.C. Chen, J. Choi, and Y. Zou, 2000, “Sources of Work-family Conflict: A Sino-US Comparison of the Effects of Work and Family Demands”, *Academy of Management Journal*, 43, 113-123.