

Effect of Work-Family Conflict on Quality of Work-Life in Ghana

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Abstract

The study sought to find the relationship between Work-Family Conflict (WFC) and Quality of Work-Life (QWL), specifically, sex differences in WFC, the relationship between WFC and QWL and the differences in WFC and QWL between dual-earner couples and single-earner couples. Data were collected from 172 employees using a battery of questionnaires. Data collected were analysed using a series of tests including regression analysis and multi-variate analysis of variance (MANOVA) methods. It was observed that, females employees experience WFC more than their male counterparts. However, WFC did not significantly relate to QWL and no significant difference in WFC and QWL was observed between dual-earner couples and single-earners. The implications of the findings, limitations and recommendation for future studies are discussed.

Keywords: Work-Family Conflict (WFC), Quality of Work-Life (QWL), Couple Earner Type

1.0 INTRODUCTION

Ghana's work force has undergone immense change over the past forty years bringing with it societal changes impacting the way people value their Quality of Work-Life (QWL) and their willingness to compromise career over family. The 2015 workforce is much different from the workforce of the 1980s and 1990s, which evolved from stereotypical norms of work in the twentieth century. Work is an integral part of life and affects it in so many ways. The elements that are related to the individual's QWL include the work environment, the social environment within the organization, administrative system and relationship between life on and off the job (Cunningham & Eberle, 1990). QWL is also looked at by others as autonomous work groups, job enrichment, high-involvement aimed at boosting the satisfaction and productivity of workers (Feuer, 1989), but all these require employee commitment to the organization and an environment in which this commitment can flourish. As the employee continues to work in the organization and gets emotionally committed, they show heightened performance, reduced absenteeism, and a lessened likelihood of quitting their job (Meyer & Allen, 1997). Employees have work and family as two important aspects of their lives but the question is, to what extent does this affect QWL?

1.2 Statement of the Problem

For decades the composition of the workforce has changed taking into consideration gender and dual-earner families but the question is how many organizations consider the little issues that may be ignored such as the favourableness or unfavourableness of the total job environment for people (QWL). Worrall and Cooper (2006) recently reported that a low level of well-being at work is estimated to cost about 5-10% of Gross National Product per annum, yet QWL as a theoretical construct remains relatively unexplored and unexplained within the organizational psychology research literature. A large chunk of most peoples' lives will be spent at work, but all too often, people tend to see work as something they just have to put up with, or even something they don't expect to enjoy. Some of the factors used to measure Quality of Working Life pick up on things that don't actually make people feel good, but which seem to make people feel bad about work if those things are absent. For example, noise – if the place where someone works is too noisy, they might get frequent headaches, or they cannot concentrate, and so feel dissatisfied. But when it is quiet enough they don't feel pleased or happy - they just don't feel bad. This can apply to a range of factors that affect someone's working conditions. Other things seem to be more likely to make people feel good about work and themselves once the basics are okay at work. Challenging work (not too little, not too much) can make them feel good. Similarly, opportunities for career progression and using their abilities can contribute to someone's Quality of Working Life.

It is evident that our work lives can either enhance or detract us from our family lives. In the same manner, our family lives can have positive or negative influences on our work attitudes, behaviours, and outcomes. For example, extensive and inflexible work hours, over-involvement in work, and job stress may produce distress within the family domain, withdrawal from family responsibilities, and adversely affect one's overall quality of life. In contrast, there are several resources derived from one's work role, such as income, job autonomy, and social support from co-workers and/or supervisor, that can positively influence one's experiences and well-being in the family domain. Similarly, individuals' home and family lives can also strengthen or enrich the quality of their work lives by providing a variety of supportive resources to draw upon.

Because work and family lives have a profound influence on one another, understanding the linkages between work and family roles has important implications not only for organizations and individuals, but also for educators and researchers interested in this area. With the growing representation of women in the workforce and

a blurring of traditional gender-based roles, both men and women are confronted with the daily challenge of handling their work and family responsibilities in a way that meets the needs of their family as well as their employer. This is an important area of study for both researchers and practitioners, as more and more employees are struggling with multiple roles (e.g., employee, parent, student, caretaker of elderly parents). Research to date suggests that high levels of work-family conflict are related to dysfunctional outcomes for the individual (e.g., life dissatisfaction, anxiety, depression, poor health), for relationships (e.g., increased interpersonal conflict, divorce), and for the organization (e.g., absenteeism, tardiness, loss of talented employees).

1.3 Objectives of the Study

The present study generally investigated the influence of WFC on employee's QWL in some Ghanaian industries. However, the study specifically;

- a. Examined whether there will be a significant difference between sex and WFC
- b. Determined the relationship between WFC and QWL
- c. Examined the relationship between WFC and QWL between dual-earner couples and single earners.

2.0 LITERATURE REVIEW

2.1 Needs Satisfaction Theory

One theory, Abraham Maslow's "hierarchy of needs", has frequently been considered in QWL. A person must first meet security and economic needs before he can attend to and will be motivated by social needs; finally, if these other needs are met satisfactorily, he may seek self-actualization (Maslow, 1954). Presumably those aspects of work, work content and work careers, could be identified which can enable (indeed encourage) an employee to ascend this hierarchy; those sets would provide one set of criteria for the quality of working life. Sirgy, Efraty, Siegel and Lee (2001) suggested that the key factors in Quality of Working Life are: Need satisfaction based on job requirements, Need satisfaction based on Work environment, Need satisfaction based on Supervisory behaviour, Need satisfaction based on Ancillary programmes, Organizational commitment. They defined Quality of Working Life as satisfaction of these key needs through resources, activities, and outcomes stemming from participation in the workplace.

2.2 Spill-over Theory

The spill-over approach to QWL posits that satisfaction in one area of life may influence satisfaction in another. For example, satisfaction in one's job may affect satisfaction in the life domains such as family, leisure, social, health and financial (George & Brief, 1990; Leiter & Durup, 1996). There is horizontal and vertical spill-over but the most applied to this work is the horizontal spill-over. Horizontal spill-over is the influence of affect in one life domain on a neighbouring domain. For example, job satisfaction may influence feelings of satisfaction in the family life domain and vice versa. The spill-over theory also applies to WFC. This is the dominant paradigm used to understand work-family interaction and suggests that experiences in the work (family) domain spill-over and affect experiences in the family (work) domain. These spill-over experiences include domain-specific affective experiences, skills, attitudes, and behaviours (Kando & Summers, 1971). For example, the emotions generated at work can spill-over into the family domain by influencing one's mood at home after a frustrating day at work. Although work-family spill-over has been historically viewed as negative, spill-over can also be positive (Hanson, Hammer & Colton, 2006; Kirchmeyer, 1993; Small & Riley, 1990). For instance, feelings of satisfaction and pride in one's family can enhance job satisfaction and boost work-related self-efficacy.

2.3 Role Theory

Role Theory predicts that multiple roles leads to role stress (role conflict, role ambiguity and role overload), which intend results in strain (Kahn, Wolfe, Quinn, Snoek & Rosenthal, 1964). According to the role theory, conflicting expectations associated with different roles have detrimental effects on well-being. The expectations associated with work and family roles can induce physical and psychological strain in several ways. First, contradictory expectations within a role can provoke an intra-role conflict or role ambiguity. The expectations can also cause inter-role conflict when pressures in one role dominate or interfere with pressures in another role (Katz & Kahn, 1978). Thirdly, the accumulation of expectations from several roles can induce feelings of overload in one or both domains (Hall & Hall, 1982; Szalai, 1972).

2.4 Review of Related Studies

Past studies indicate that family roles reflect needs, opportunities and constraints which has an influence on individual's reactions to work. After all, two important focal points of adult life are family and work. The role expectations of these two domains are not always compatible thus creating conflicts (Netemeyer, Boles & McMurrian, 1996). These conflicts are related to outcomes such as job dissatisfaction, job burnout and turnover

(Burke, 1988; Frone, Russell & Cooper, 1992) as well as to outcomes related to psychological distress e.g. depression and life and marital dissatisfaction (Greenhaus, & Beutell, 1985; Gutek, Searle & Klepa, 1991; Voydanoff, 1988). Due to the conflicting roles between work and family and commitment, it is hypothesized that a higher conflict in the work role will result in the lower quality of family life, meaning that a higher conflict will result in the lower level of QWL, in other words, having a balance between work and family will result in the higher level of QWL.

Research conducted by Marcinkus, Whelam-Berry and Gordon (2007) on “the relationship of social support to the work-family balance and work outcomes of midlife women”, examined the relationship of a network of social support for midlife women with their attitudes toward work-family balance and work outcomes, including job satisfaction, organizational commitment, and career accomplishment (QWL). A total of 1,089 women between the ages of 35 and 50 across three organizations were surveyed and then 72 of them interviewed. Results indicated that women generally received more personal social support than work-based social support and more instrumental than expressive support from all sources. Work-based social support was positively associated with job satisfaction, organizational commitment, and career accomplishment (QWL); personal social support was also associated with job satisfaction and organizational commitment. This therefore indicates a relationship between work-family balance and QWL.

Research by Cohen and Liani (2009) on “Work- family conflict among female employees in Israeli hospitals” studied how the demands of work impact the family – the work-family conflict (WFC) – and how the demands of family life impinge on the workplace –the family-work conflict (FWC). The paper examined the antecedents of the WFC and the FWC in a different cultural setting–Israeli health care administration using data collected from a sample of 168 female employees in two public hospitals in Israel. The findings showed a strong relationship between work attitudes, particularly job satisfaction (QWL), and the two conflict variables (W→F and F→W).

2.5 Work-Family Conflict and Gender

Research conducted by Adekola (2010) on “Interferences between work and family among male and female executives in Nigeria”, examined two aspects of work family interfaces: work interference with family and family interference with work in Nigerian context. Survey data from 461 married respondents (97 women and 364 men) of business executives in Nigeria. Data were collected by means of random sampling in the form of a mailed questionnaire administered. This research confirmed that job related factors (such as career salience, hours of work, work involvement) were largely associated with work interference with family for both male and female executives. Only one family related factor (number of children) was found to have dominating effect on family interference with work for women executives. In general, respondents of both sexes scored higher on work interference with family than family interference with work ($t = 17.62, p < 0.01$). The research findings made it clear that there was no significant difference in the experience of WFC between genders but looked more at business executives and not respondents from different levels of the organization which the current study looked at.

Frone, Russell and Cooper (1992) conducted a study on “Prevalence of work- family conflict: Are work and family boundaries asymmetrically permeable?”. This study tested Pleck's (1977) hypothesis concerning gender differences in the relative permeability of work and family boundaries. Data were obtained from a randomly drawn community sample of 631 employed adults (278 men; 353 women). Respondents reported that work interfered with family life (W→F conflict) more frequently than family life interfered with work (F→W conflict). These results suggest that work and family boundaries are indeed asymmetrically permeable with family boundaries being more permeable than work boundaries. However, there was no evidence of gender differences in the pattern of asymmetry, indicating that the dynamics of work and family boundaries may operate similarly among men and women.

In the current study, gender differences in anticipated WFC among young adults, predicted that young women anticipate higher levels of both types of WFC than would young men. This hypothesis derives from empirical studies of college seniors, which have indicated that more female than male students reported a lower ability to make firm career plans due to future family aspirations (Novack & Novack, 1996). These studies spells out the fact that issues of gender differences in WFC contradicts each other in most studies carried out, which are mainly in the western world. It is therefore useful for the current study to look at the differences in gender in relation to WFC in Ghana which gives a different population.

2.6 Work-Family Conflict and Quality of Work life among dual and single earner couples

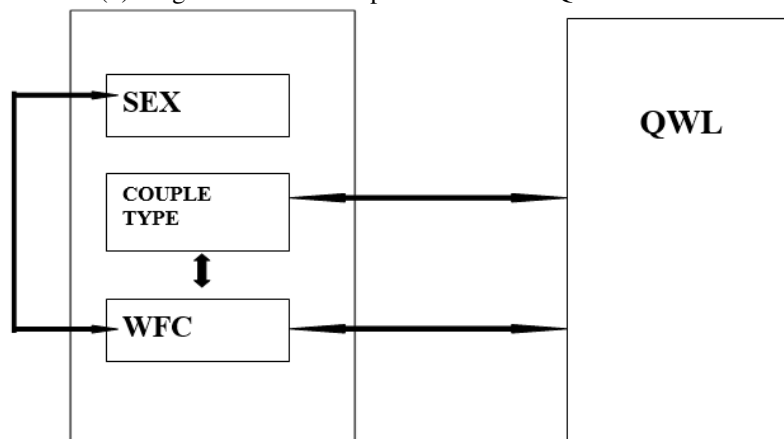
The research by Elloy and Smith (2003), was based on data from an Australian sample of 121 lawyers and accountants. The study was aimed at analyzing the levels of stress, work-family conflict and overload among dual-career and single-career couples. The results confirmed that dual-career couples experience higher levels of stress, work-family conflict and overload than single-career couples. The study suggested that, to enhance labour

productivity and organizational effectiveness, human resource managers therefore need to take account of the potential for dual-career stress, overload and conflict, and respond flexibly to dual-career employee status. The study also did not look at the extent of relationship between Work-Family Conflict and Quality of Work-Life among these dual-career employees.

2.7 STATEMENT OF HYPOTHESES

Based on the literature reviewed above, the study examined the following hypotheses:

1. Female employees will experience WFC more than male employees.
2. There will be a significant negative relationship between WFC and QWL.
3. (a) Dual-earner couples will experience WFC more than single-earners.
(b) Single-earners will experience a better QWL than dual-earners.



3.0 METHODOLOGY

3.1 RESEARCH DESIGN

A survey design was used in this study. This design was used because data was collected on the study variables at a single point in time with a questionnaire for analysis. In addition, the design was deemed appropriate because the study involved different organizations, employees of different sex and experiences. Also, the study utilized questionnaires as the main tool for data collection. Questionnaires were used to gather data on the variables in the study. Specifically, data were gathered on the following variables: *Work-Family Conflict* (independent variables) and *Quality of Work-Life* (dependent variables).

3.2 POPULATION

The population for the study considered all workers in the formal sector of Ghana. The study focused on only workers in the formal.

3.3 SAMPLING TECHNIQUES AND SAMPLE SIZE

The organizations were conveniently sampled and to make it representative of the sample, samples were obtained from different organizations of different working environments. The purposive sampling technique was however used in selecting participants for the study. This technique made it possible for the right people who were suitable for the study to be selected.

Since the study was interested in married or separated; divorced or widowed employees in formal organizations, purposive sampling technique was appropriate. In view of this, in each organization, prospective participants who qualified for the study were first identified after which those who gave their consent to participate in the study were given the questionnaire to respond to

A total of 220 questionnaires were administered in this study. Out of the 220 questionnaires administered in this study, one hundred and seventy-two (N=172) were completed and returned. However, to be meaningful and useful for data analysis purposes, all the sections were supposed to be filled. A response rate of 78.2% was obtained in this study. This sample (N=172) comprised employees of different demographic background such as employees of different sex, job grade, age, marital status and sector.

Table 1:
Sample characteristics of Respondents

Variables	Frequency	Percentage (%)
Sex: Male	100	58.1
Female	72	41.9
Working status of spouse:		
Employed	78	45.3
Unemployed	24	14.0
None Response	70	40.7
Earning status:		
Dual-earners	78	45.3
Single-earner	24	14.0
None Response	70	40.7
Marital status:		
Single	73	42.4
Separated/divorced/widowed	5	2.9
Married	92	53.5
None Response	2	1.2

Total Number of Respondents (N=172)

3.4 INSTRUMENTS/MEASURES

The main instrument for the study was a self-report questionnaire. The questionnaire was categorised into three main sections; A, B and C. Section A investigated the experience of WFC among the respondents (comprising W→F conflict and F→W conflict), Section B the QWL of the respondents and with Section C investigating the demographic characteristics of the respondents such as sex, and marital status. These sections are elaborated upon below:

Section A Work-Family Conflict

The work-family conflict scale was developed by Gutek, Searle and Klepa (1991). This scale investigated the experience of work-family conflict among workers. It consists of twelve (12) items on a five (5) point likert scale. The scale was reported by Gutek et al. (1991) and Carlson and Perrew (1999) to have a reliability coefficient (Cronbach alpha) for the measure of work interference with family ranging from .71 to .83 and the measure of family interference with work ranging from .74 to .83. the reliability measure of work and family interference ranges from .66 to .89.

Section B: Quality of Work-Life

The quality of work-life scale was adapted from the Quality of Working Life Limited (2008) of the United States of America. It consists of twenty-four (24) items on a five point Likert scale. The reliability coefficient (Cronbach alpha) for the adapted scale was established after the pilot study as .84.

Section C: Personal Data

The personal data section consist of items which investigate the respondents' demographic characteristics such as sex, marital status, spouse working status, age, place of work.

3.5 Data Collection Procedure

Approval to collect data for the study was obtained from the Human Resource Departments of the selected organizations. Some few days after, an introductory letter was sent to the organizations which consented to participate in this study. After approval was granted, the questionnaires were administered to participants who also consented to participate in this study. Follow-ups were made by the researcher purposely to retrieve completed questionnaires from participating organizations Respondents were required to put completed questionnaires in an envelope that accompanied the survey and sealed it before delivering it to the researcher.

In consonance with the above ethical principles, certain steps were taken in this research to ensure that these principles were followed. In the first place, what was expected of participants was explained to them both in words and in writing and their consent respectfully sought. Specific instructions regarding the purpose of the study, voluntary participation in the research were explicitly stated on the questionnaire. In addition, it was explained to participants that there was no foreseeable risk, discomfort or adverse effect should they participate or decline to participate in this research.

Also, they were not induced to participate in the study. To ensure confidentiality and anonymity of

responses, participants were instructed not to write their names on the questionnaires or mark the questionnaire in ways that would reveal their identity. In addition, each participant were given an envelope into which he or she was to put and seal the envelope before returning it.

Lastly, the investigator provided her phone number on the questionnaire so that participants could contact her in case they wanted to ask question(s) about the research.

4.0 RESULTS

4.1 Preliminary Analysis

As shown in the Table 2 below, the main variables in this study (i.e. WFC and QWL) were found to be normally distributed. Normality of the variables was assessed based on their skewness and kurtosis values. According to Tabachnick and Fidell (1986), normality is obtained when skewness and kurtosis values fall within the range of -1 and +1. All the variables satisfied the requirement of normality test as postulated by Tabachnick and Fidell (1986). In addition, test of reliability revealed that, the variables had alpha values within the acceptable threshold of 0.60 for research (Nunnally, 1978).

Table 2: Descriptive Statistics, Test of Normality and Reliability Results of main Study Variables

Variables	Mean	SD	Skewness	Kurtosis	Alpha
WFC	37.19	6.82	.28	.32	.70
QWL	82.59	12.57	.24	.70	.86

Total Number of Respondents (N=172)

4.2 Test of Hypotheses

The hypotheses in this study were tested using multivariate analysis, standard regression and moderated regression methods. Specifically, multivariate analysis (MANOVA) was used to test hypotheses 1, 3a & 3b. This was appropriate because the hypotheses involved two dependent variables (i.e. WFC & QWL) and two independent variables (i.e. sex and couple type), and level of measurement of the dependent variables were assumed to be interval. In addition, a hypothesis 2 was examined using standard multiple regression. This method allowed assessment of the unique relationship that existed between the independent variable and dependent variable as well as determine the variance in the dependent variable accounted for by the independent variables. The following hypotheses were examined using multivariate analysis (MANOVA):

1. Female employees will experience WFC more than male employees.
3. (a). Dual-earner couples will experience WFC more than single-earners.
 (b). Single-earners will experience a better QWL than dual-earner couples.

Table 3: Tests of Between-Subjects Effects of Sex and Couple Type on WFC and QWL

Source	Dependent Variable	Sum of Squares	df	Mean Squares	F	Sig.
Sex	WFC	199.77	1	199.77	4.70	.03
	QWL	138.97	1	138.97	.92	.34
Earning status	WFC	10.27	1	10.27	.24	.62
	QWL	.71	1	.71	.01	.95
Error	WFC	4210.57	99	42.53		
	QWL	14891.83	99	150.42		
Total	WFC	4420.61	101			
	QWL	15031.51	101			

Table 3 shows the hypothesis 1 that stated, Female employees will experience WFC more than their male's counterpart was supported by the findings in this study [$F_{(1, 99)} = 4.70, p < .05$]. This means that females ($M = 84.04, SD = 12.15$) actually did experience more WFC than their male counterparts ($M = 81.54, SD = 12.82$).

In addition, the prediction that "dual-earner couples will experience WFC more than single-earners" was not supported [$F_{(1, 99)} = .24, p > .05$]. This indicates that, dual-earner couples ($M = 37.46, SD = 7.14$) did not differ significantly from single-earners ($M = 38.96, SD = 4.60$) in the experience of WFC.

Finally, the hypothesis that "single-earners will experience a better QWL than dual-earners was not supported [$F_{(1, 99)} = .01, p > .05$]. This means that, single-earners ($M = 79.96, SD = 14.56$) did not differ significantly from dual-earners ($M = 80.77, SD = 11.48$) in terms of experience of QWL.

Standard multiple regression was also used to test the following hypothesis:

Hypotheses 2: There will be a significant negative relationship between WFC and QWL. Contrary to the expectation of the present study, hypothesis 2 that stated that “there will be a significant negative relationship between WFC and QWL” was not supported ($\beta = -.10, p > .05$).

5.0 DISCUSSIONS

The study investigated the effect of Work-Family Conflict (WFC) on Quality of Work Life (QWL) of employees. Specifically, the study explored sex differences in WFC and the relationship between WFC and QWL. In addition, the relationship between WFC and QWL and dual-earner and single earner couples was examined.

5.1 Discussion of Findings

Three hypotheses were tested in this study following review of relevant literature. The first hypothesis which stated that, females will experience WFC more than their male counterparts was supported, suggesting that females indeed are affected more by WFC than males. The second hypothesis which stated that, there will be a significant negative relationship between WFC and QWL was not supported. Further, the hypothesis that, dual-earner couples will experience WFC more than single earners was not statistically significant in the study. Also, single-earners did not experience better QWL than dual-earners. The findings obtained in the study are discussed in detail relating the findings to literature.

5.2 Sex differences in the experience of WFC

The study investigated sex differences in the experience of WFC. The hypothesis was that, female employees will experience WFC more than male employees (Hypothesis 1). As expected, this prediction was supported. This means that, females employees experienced WFC more than their male counterparts. This result corroborated the assertion that, women experience more WFC than men in that, women have greater family responsibilities and also they assign more importance to such roles than men (Greenhaus & Beutelli, 1985).

This result obtained in the Ghanaian work setting is in disagreement with previous findings reported in other settings outside Ghana (Adekola, 2010; Frone, Russell & Cooper, 1992; Frone, 2003). Specifically, Adekola (2010) in a study involving male and female executive level employees in Nigeria observed that females and males did not differ in experience of WFC when he investigated work interference with family and family interference with work. In addition, Frone et al. (1992) reported a non-significant sex difference in WFC when they utilized a community sample of employed adults. Finally, Frone (2003) intimated that men and women do not differ in their level of WFC.

The result obtained in this present study is not surprising giving the fact that female handle the most stressful family roles. For instance, a woman working also has to shoulder cooking, child rearing responsibilities and general house management roles. These family roles are essential especially in the Ghanaian culture. Even where both husband and wife are working, when they get home, the man relaxes while the women prepare meals for the day. This compounds the stress level of working women as they try to manage family and work roles daily.

In addition, the finding differed from literature especially Adekola (2010) and Cooper et al. (1992) because in the case of Adekola, the sample comprised male and female executive level employees. Executive level employees are generally senior management level employees who in most cases employ people to take handle their domestic duties such as cooking, washing, and care for their children for them. This relieves them of their home duties and thus limit the stress level among such people. In the present study however, the sample was not limited to executive level employees but comprised the rank and file of the organization (i.e. subordinates and senior level employees). Cooper et al. (1992) findings reflect the cultural differences in WFC issues. Unlike in the individualistic cultures where family roles such as cooking, caring for children, and washing and others which are not perceived to be the sole responsibility of women, in the Ghanaian society (i.e. collectivist culture) where such duties are perceived to be the sole responsibility of women. This therefore exposes working to high levels of WFC.

5.3 Relationship between WFC and QWL

The study hypothesized that; there will be a significant negative relationship between WFC and QWL (Hypothesis 2). This hypothesis was not supported because the relationship was not statistically significant. This means that an increase in WFC was not associated with a decrease in QWL. The present result contradicted the findings researchers (Burke, 1988; Che Rose, Beh, Uli & Idris, 2006).

The observation in the present study is in agreement with Che Rose et al. (2006). These researchers observed a non-significant relationship between WFC and QWL.

In addition, the present result disagreed with the observation that WFC relates significantly to job

dissatisfaction, job burnout, turnover, and psychological distress such as depression, life and marital dissatisfaction which border on Quality of Work-Life of employees (Gutek, Searle, & Klepa, 1991).

The non-significant relationship between WFC and QWL observed in this study could be due to a number of factors. The implication is that, the organizations sampled for the study regard QWL of employees as paramount and necessary for improved performance. In this regard, within the organization measures are instituted to ensure that the QWL of employees are properly managed. Based on this, though employees would experience WFC its impact on their QWL would be insignificant. It is also possible that individual employees strategically managed these two important domains of their lives well so that any conflict that might arise would not cause them so much distress.

5.4 Differences in the experience of WFC between Dual-Earners and Single Earners

It was predicted that, dual-earner couples will experience WFC more than single earners (Hypothesis 3a). This prediction was not statistically significant, suggesting that both dual-earner couples and single earners have similar experiences regarding WFC. Specifically, dual-earner couples were not affected by WFC more than single-earners. This means that, the earning status of employees, either single earner or dual-earner was not a significant factor in determining who experience WFC more than the other based on the Ghanaian sample. This result obtained using sample of Ghanaian workers from the energy, communication, non-governmental organization and advertising sectors of Ghana differed from what Elloy and Smith (2003) reported based on an Australian sample.

Elloy and Smith (2003) observed that, dual-career couples experience higher levels of WFC than single-career couples following their study of lawyers and accountants in Australia. This means that, dual-career couples experience higher levels of stress and overload than their single-earner counterparts.

Also, the study hypothesized that; single earners will experience better QWL than dual-earners (Hypothesis 3b). This prediction was not supported, meaning that single earners and dual-earners had similar experience of QWL.

5.5 Limitation of the Study

There is no research without limitation. Firstly, the scale used for the study was developed in the western culture. The researcher however, pre-tested the questionnaires before use. Though participants generally understood the items, Ghanaian based scales developed taking into account what constitutes WFC, and QWL in the Ghanaian context would give a better reflection of the state of research on WFC in Ghana.

5.6 Recommendation for Practice

The results obtained in this study have several practical benefits. Management of organizations are required to develop training programmes that would educate employees on the negative consequences of WFC on their well-being especially their Quality of Work- Life. These programmes when instituted would equip employees and thus help them to manage any effect that would arise as a result of conflict between work and family roles.

Gender specific WFC policies should be developed by organizations. In particular female employees were found to be affected more by WFC than their male counterparts in that they regard family responsibilities and roles as more important than work roles (Greenhaus & Beutell, 1985). Thus, as the keepers of the house and by virtue of the fact that they have become an integral part of contemporary work environment, they carry these two important but unrelated domains of life together. Thus, the development of gender specific WFC policies for organizational members will help reduce the negative effect of such conflicts on female employees in organizations.

Further, WFC did not significantly relate to QWL however, the negative effects of WFC on employee's wellbeing have been substantiated by research. Therefore, organizational policies that can help reduce the effect of WFC on quality of work life of employees should be developed because as a workplace stressor, WFC can result in psychological distress on employee's which border on Quality of Work- Life of employees.

5.7 Recommendation for Future Studies

The results obtained in this study do not mean the end of research on WFC. Still more research need to continue by exploring more organizational factors and individual factors that affect WFC and other related outcomes. First, future studies should consider extending this study to other sectors of the Ghanaian economy. Second, the relationship between WFC and QWL should be investigated by considering the facets of QWL and how each relates to WFC as a whole and its facets. As a workplace stressor (i.e. WFC) its effect on QWL is not in doubt.

5.8 Conclusion

The study focused on the effect of Work-Family Conflict on Quality of Work-Life of employees. The study observed significant gender difference in the experience of WFC with females being affected more by WFC than

their male counterparts. It was also observed that organizational resource served as an important buffer against the negative effect of WFC on QWL of employees. This means that, resources in organizations tailored towards reducing the negative effects of WFC in turn resulted in improving Quality of Work- Life of employees. Thus, it can be concluded that, organizational factors such as support has a strong mitigating effect on the negative consequences of WFC and also gender specific differences in the experience of WFC exist.

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