

Impact Of Work-Family Conflict On Job Performance: Mediating Effect Of Psychological Capital

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Abstract

The primary aim of this study was to examine the impact of work-family conflict (WFC) on both job performance (JP) and psychological capital (PC). This study also seeks to examine the mediating role of PC in the association between WFC and JP. This study utilised a quantitative methodology to analyse and achieve the objectives. The study focused on doctors working government hospitals of three provinces of Pakistan: Punjab; Balochistan and Khyber Pakhtunkhwa. Data were collected from 322 doctors. Male respondents were the majority, accounting for 77% of the total, while the remaining 23% were female. 55% of the respondents were medical officers, 30% were Assistant Professors, and the remaining 15% were Associate Professors. 45% of the participants were in the age bracket of 30 to 40, 35% were in the age range of 41 to 50, and the remaining 20% were above the age of 50. The findings indicate a significant inverse correlation between WFC and JP ($r = -.528$) and WFC and PC ($r = -.313$). Furthermore, a significant and positive correlation of .379 was observed between PC and JP. Structural equation modelling verified that psychological capital had a partly mediating role in the relationship between work-family conflict and job performance.

Keywords: Work-Family Conflict; Job Performance; Psychological Capital; Doctors; Pakistan

Introduction

More than 80% of workers globally manage both their job and family obligations (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005). WFC has emerged as a prominent human resource concern as individuals strive to effectively balance the demands of their job and home responsibilities. The connection between WFC, and JP is a matter of significant interest for hospital organisations, doctors, and future research endeavors. Hence, the objectives of this study are to examine the impact of WFC on JP and to investigate the role of PC as a mediator in the connection between WFC and JP within the setting of doctors. JP is defined as “the level of productivity of an individual employee, relative to his or her peers, on several job related behaviors and outcomes” (Babin & Boles, 1998). Robbins and Judge (2017) state that performance is determined by the interplay of talent, motivation, and opportunities. It signifies

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that achievement is contingent upon factors such as aptitude, drive, and favourable circumstances. Blanchard and Thacker (2018) argue that employee performance is determined by factors such as motivation, expertise, abilities, mindsets, and environments.

PC is a newly recognised positive personality trait that falls under the realm of good organisational behaviour (Luthans, 2002). Positive Organisational Behaviour refers to the examination and use of the positive psychological resources and strengths of individuals, which may be assessed, enhanced, or controlled to achieve improved results (Luthans, 2002). PC refers to a favourable mental state and psychological capacity. Individuals with more cognitive abilities possess increased confidence in their ability to solve puzzles and do intricate activities. Additionally, they are adept at identifying alternative strategies to tackle challenges (Abbas, Raja, Darr, & Bouckennooghe, 2014). “Optimism, self-efficacy, hope, and resilience” are four personality traits that meet these criteria and together create a higher-order concept known as PC.

Conflict, as defined by Robbins and Judge (2017), is a sequential occurrence that starts when one party discerns that the other party has or will have an adverse impact on something that the first party values. WTFC refers to a situation when the demands and expectations of one's job and family roles are incompatible with one other. According to Greenhaus and Beutell (1985), participating in both job and family roles might make it more challenging to fulfil the responsibilities of each function. WTFC arises when there is a disparity between the actual circumstances and individuals' expectations, leading to disruption and a decline in their performance in their professional or familial roles (Greenhaus, Allen, & Spector, 2006). Furthermore, WTFC is seen as the outcome of “resources being lost in the process of juggling both work and family roles” (Grandey & Cropanzano, 1999). Moreover, according to VanBuren Trachtenberg, Anderson, and Sabatelli (2009), WTFC refers to the term “used to illustrate the competition between one's professional role and one's personal and family life”. WTFC is significantly related to job performance (Ahmad, 2008; Ali & Ihsan, 2022; Nazim Ali, Ahmad, Tauqeer, Muhammad, & Kundi, 2021; Purwanto, 2020; Wiradendi Wolor, Solikhah, Fidhyallah, & Lestari, 2020; Yan, Bai, Mansor, & Choo, 2022), job satisfaction (An, Liu, Sun, & Liu, 2020; Dodanwala & Shrestha, 2021; Iqbal et al., 2022; Nsaful, Sheng, & Martey, 2021; Purwanto, 2020; Vickovic & Morrow, 2020), turnover intention (Obrenovic, Jianguo, Khudaykulov, & Khan, 2020; Yildiz, Yildiz, & Ayaz Arda, 2021; Yucel, Şirin, & Baş, 2021; Zhang, Rasheed, & Luqman, 2020), psychological capital (Obrenovic et al., 2020; Pu, Hou, Ma, & Sang, 2017; Y. Wang, Chang, Fu, & Wang, 2012; Y. Wang, Liu, Wang, & Wang, 2012), and job burnout (Barriga Medina, Campoverde Aguirre, Coello-Montecel, Ochoa Pacheco, & Paredes-Aguirre, 2021; Dodanwala & Shrestha, 2021; Lambert, Qureshi, Keena, Frank, & Hogan, 2019; Wu, Wu, Li, & Dan, 2018).

Warokka and Febrilia (2015) performed a study to examine the impact of WTFC and family-work conflict on JP, job satisfaction and turnover intention. Data was gathered from a sample of 334 women who had dual responsibilities at four Indonesian banks. The researchers then employed Structural Equation Modelling to analyze the six hypotheses that were put forth. The primary conclusions of their research were as follows: 1. WTFC has a significant and negative impact on job satisfaction. 2. Family-work conflict significantly increases the likelihood of married, working women intending to leave their job. 3. In terms of JP, both conflicts have comparable effects, but only family-work conflict has a significant influence. Ahmad (2008) constructed a theoretical framework to examine the impact of WTFC on job satisfaction, employees' emotional tiredness, and JP. The model posits that the repercussions of WTFC may be delineated through four distinct pathways, and the associations between WTFC and the outcome variables are as follows: 1. WTFC detrimentally impacts employees' JP. 2. WTFC

contributes to increased emotional exhaustion among employees, resulting in decreased JP. 3. WTFC diminishes employees' job satisfaction, leading to a decline in JP. 4. WTFC induces emotional exhaustion in employees, leading to reduced job satisfaction and subsequently lower JP.

Zainal, Zawawi, Aziz, and Ali (2020) sought to investigate the correlation between WTFC, namely work interference family and family interference work, and JP among employees in the service sector of Malaysia. Their study aimed to investigate how social support from supervisors and family members influences the association between WTFC aspects and employee JP. The study utilised a quantitative approach, employing questionnaires as the primary means of data collection. Data were gathered from a cohort of 250 people employed in the service industry of Malaysia. The data was analysed using the IBM SPSS Statistics programme 23. The study findings suggest that there is a negative correlation between work interference with family and family interference with work, and employee JP. Furthermore, it has been noted that the social support provided by supervisors and family members plays a key role in moderating the impact of work interference on family and family interference on work on an employee's JP. M.-L. Wang and Tsai (2014) investigated the correlation between WTFC and JP within the nursing field. They also analysed how various kinds of social support might influence this connection as moderators. A total of 520 questionnaires were distributed to nurses employed at five hospitals in Taiwan. Out of these, 501 were received, and 495 of them were deemed legitimate and included in the analysis. The study hypotheses were tested using hierarchical regression analysis. The study revealed the following results: (a) The extent to which family-to-work conflict occurs has a negative impact on JP. (b) The level of WTFC does not have a significant effect on JP. (c) Support from friends exacerbates the negative impact of family-to-work conflict on JP. (d) Conversely, support from coworkers mitigates the relationship between WTFC and JP.

Li, Bagger, and Cropanzano (2017) investigated the correlations between WTFC as assessed by employees, supervisor views of employee WTFC, employee gender, and supervisor-rated JP. The study revealed that the correlation between WTFC, as reported by employees, and supervisors' views of employee conflict differed depending on the employee's gender and the specific type of conflict being examined. More precisely, the correlation between the two rating sources (employee and supervisor) was more pronounced for male employees when conflict was taken into account. Nevertheless, the correlation between the two evaluation sources shown greater strength among female employees when taking into account family-to-work conflict. Supervisors' assessments of employee WTFC had a negative correlation with employee JP evaluations. In a broader sense, our research revealed evidence for a moderated mediation model. This means that the connection between WTFC as reported by employees and JP was influenced by how supervisors perceive the employee's WTFC. Additionally, the impact of this link was influenced by the gender of the employee.

Sarwar, Panatik, Sukor, and Rusbadrol (2021) employed data from 450 faculty members in the public sector to examine the relationship between resource model, employment demand, and satisfaction with work-family balance. In order to comprehend the elements and mechanisms that contribute to achieving a state of balance and contentment, the intervening components in the model consisted of PC, WTFC, and work-to-family enrichment (WTFE). The proposed model of partial mediation showed better match when included cross-over routes that connect job expectations and WTFE, as well as job resources and WTFC. The employment requirements had a direct influence on achieving satisfaction via WTFC and WTFE. However, the PC did not function as a sole mediator or as one of the two consecutive mediators. Job resources have a dual impact on satisfaction with work-life balance, both directly and indirectly, through the mediation of WTFE and PC. Nevertheless, the indirect influence

resulting from the cross-over was shown to be less significant than the expected correlations of differential salience. The importance performance analysis revealed that WTFE, job demands, PC, and job resources were the main factors influencing balance satisfaction, WTFE, WTFC, and PC, respectively. Dewi, Artiawati, and Parung (2020) investigated the correlation between PC and WTFC among Medical Representatives. Their study included a sample size of 168 Medical Representatives. The average age was 18-29 years, with 47.62% female and 52.38% male. The findings of the multiple linear regression analysis revealed a substantial correlation between PC and WTFC. Resilience had the highest level of prediction in relation to WTFC among Medical Representatives, as compared to the other three dimensions of PC.

Luo, Zhou, Wu, and Huang (2016) aimed to investigate whether PC may be considered as an inherent characteristic of individuals that influences the allocation of personal resources. Specifically, they examined how PC moderates the relationship between WTFC and job devotion. Empirical research has revealed that family work conflict adversely affected job dedication, while WTFC didn't. Furthermore, it has been observed that PC played a moderating effect in the negative relationship between job dedication and family-work conflict but didn't moderate the negative relationship between job dedication and WTFC. Based on the discussion mentioned above, we have formulated the following hypotheses:

H1: WTFC is negatively related to JP among Doctors of Government Hospital, KP, Pakistan (DGHKPP).

H2: WTFC is negatively related to PC among DGHKPP.

H3: PC is positively related to JP among DGHKPP.

H4: The connection between WTFC and JP among DGHKPP is mediated by PC.

Methodology

Data Collection Procedure

Medical physicians working in three provinces of Pakistan: Panjab; Khyber Pakhtunkhwa and Balochistan were used as sample for this study. Data was collected within a span of two months. A total of 400 questionnaires were disseminated to physicians during September and October 2023. A total of 322 questionnaires, all of which were fully completed, were returned (N=322). The majority of respondents (77%) were male, with the remaining 23% female. 55 % responders were medical officers, 30 % were assistant professors and the remaining 15% were associate professors. 45% of the respondents fell between the age range of 30 to 40, 35% were aged between 41 and 50, and the remaining 20% were above the age of 50.

Measures

Psychological Capital

The measurement of PC with four dimensions "Hope, Resiliency, Optimism, and Efficacy" was gauged using the PC scale derived from Luthans, Avey, Avolio, Norman, and Combs (2006). Examples of PC are "Right now I see myself as being quite successful at work," and "If I should find myself in a jam at work, I could think of several methods to get out of it" (Hope), "I typically take tough things at work in stride" and "When I experience a setback at work, I have trouble rebounding from it, moving on" (Resiliency), "I feel confident representing my work area in meetings with management," and "I feel confident helping to create targets/goals in my work area" (Self-efficacy) and "If something can go wrong at work, it will," and "I always see the bright side of things about my employment" (Optimism). This study utilised a 6-point Likert scale to measure PsyCap. Reliability of "Hope, Resiliency, Optimism, and Efficacy" was .88, .84, .83 and .81 respectively.

Job Performance

The measurement of JP, which encompasses both in-role and extra-role characteristics, was gauged using the JP scale derived from Goodman and Svyantek (1999) work. Examples of JS are "I achieve the objectives of my job" and "I satisfy all job criteria" and "I am proficient in all areas of my job, manage duties with expertise" (In Role), "I help my teammates with their tasks when they are absent", "I help other employees with their job when they are not present" and "I come up with original ideas to boost the department's standards overall" (Extra Role). This study utilised a 5-point Likert scale to measure JP. Reliability of in-role and extra-role was .90 and .86 respectively.

Work-Family Conflict

The Conflict scale, derived from (Haslam, Filus, Morawska, Sanders, & Fletcher, 2015), was employed to assess the level of WTFC experienced. It consists of 5 components. Examples of WTFC include "My work prevents me spending sufficient quality time with my family", and "My family misses out because of my work commitments". This research utilised a 7-point Likert scale. The reliability was .87 in this study.

Table 1: Correlation between WTFC, PC and JP

	WTFC	PC	JP
WTFC	1	-.313**	-.528**
PC	-.313**	1	.379**
JP	-.528**	.379**	1

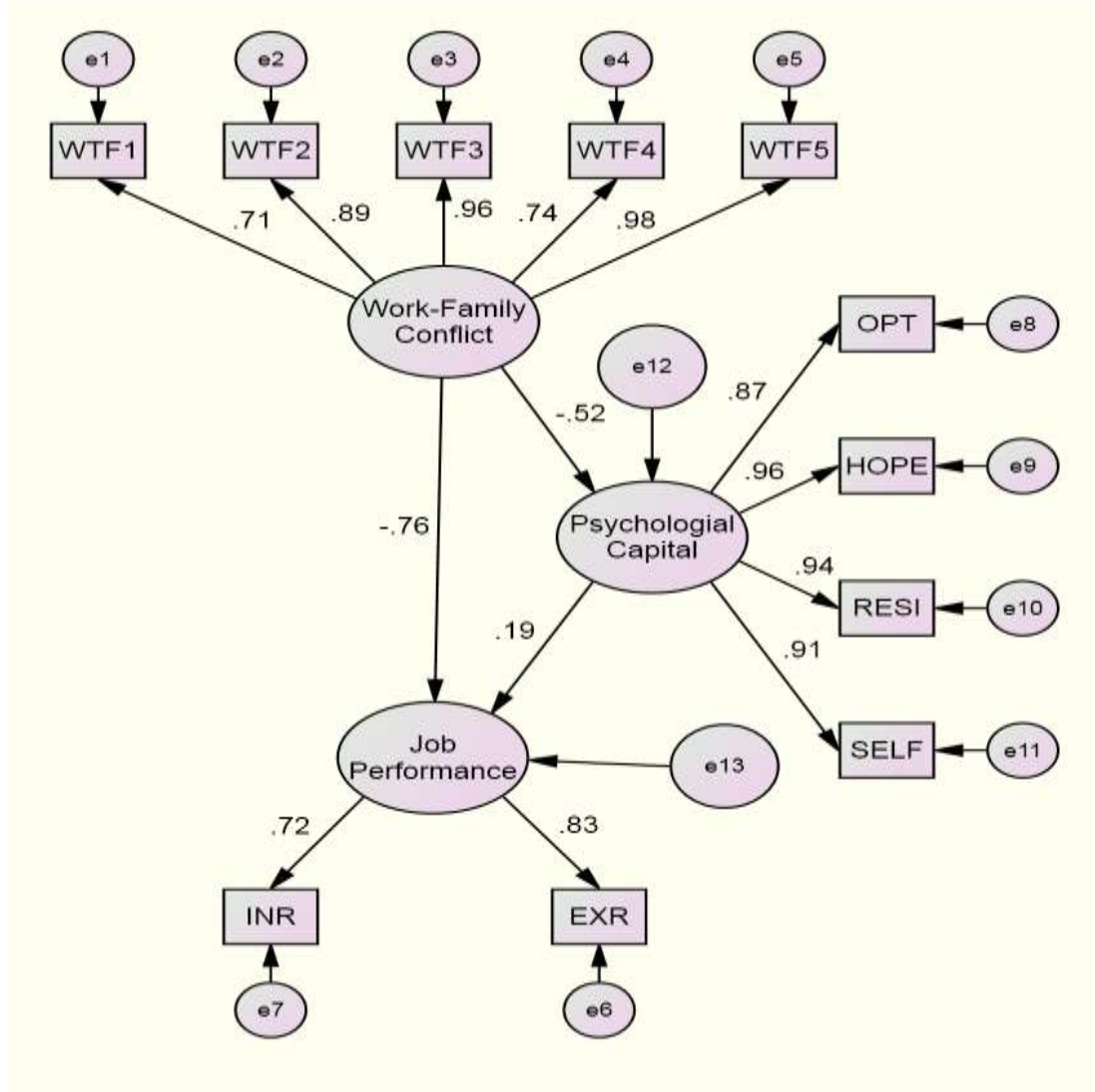
“**”. Correlation is significant at the 0.01 level (2-tailed).”

Table 1 illustrates the correlations between WTFC, PC, and JP. The results suggest that there is a strong negative relationship between WTFC and both JP ($r = -.528$) and PC ($r = -.313$). Moreover, it has been found that there is a substantial positive association between PC and JP, with a correlation value of .379. The correlation study validated the following hypotheses:

H1: WTFC is negatively related to JP among Doctors of Government Hospital, KP, Pakistan (DGHKPP).

H2: WTFC is negatively related to PC among DGHKPP.

H3: PC is positively related to JP among DGHKPP.



Model: Nexus between WTFC and JP via PC

The above model illustrates the indirect impact of the WTFC on JP through PC. The regression weight of -0.76 signifies that WTFC has a statistically significant adverse impact on JP. The beta value between WTFC and JP dropped from -.82 to -.76 when PC was included as a mediator. The structural equation modelling validated the indirect impact of WTFC on JP through PC. The 3-factor model (WTFC, PC, and JP) exhibited a strong match with the data. The chi-square value is 69.621, with 41 degrees of freedom. The values of several indices, such as GFI (.960), CMIN/DF (1.698), LO 90 (.027), CFI (.992), HI 90 (.067), RMR (.077), and RMSEA (.048), are all within the acceptable range. The values of the indices are also presented in table 2. The standardised regression weights for all variables and their dimensions are within an acceptable range, as indicated in research model. The data have supported hypothesis H4: The connection between WTFC and JP among DGHKPP is mediated by PC.

Table 2: Values of CFI, RMR, GFI, AGFI, RMSEA, LO 90, HI 90 etc.

Indices	CMIN	DF	AGFI	P	RMR	CMIN/DF	CFI	GFI	RMSEA	LO 90	HI 90
Values	69.621	41	.935	.003	.077	1.698	.992	.960	.048	.027	.067

Conclusion

The primary aim of this study was to examine the impact of WTFC on both JP and PC. This study also seeks to examine the mediating role of PC in the association between WTFC and JP. This study utilised a quantitative methodology to analyse and achieve the objectives. The study focused on doctors working government hospitals of three provinces of Pakistan: Panjab; Balochistan and Khyber Pakhtunkhwa. Data were collected from 322 doctors. Male respondents were the majority, accounting for 77% of the total, while the remaining 23% were female. 55% of the respondents were medical officers, 30% were Assistant Professors, and the remaining 15% were Associate Professors. 45% of the participants were in the age bracket of 30 to 40, 35% were in the age range of 41 to 50, and the remaining 20% were above the age of 50. The findings indicate a significant inverse correlation between WTFC and JP ($r = -.528$) and WTFC and PC ($r = -.313$). Furthermore, a significant and positive correlation of .379 was observed between PC and JP. Structural equation modelling verified that psychological capital had a partly mediating role in the relationship between work-family conflict and job performance.

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