

# Establishing the relationship between work-family balance and work-family conflict: the role of organisational and individual factors

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DOI: <https://dx.doi.org/10.4314/ajmr.v27i2.1>

## Abstract

The study examined the impact of organizational and individual factors on the relationship between work-family balance and work-family conflict through a survey. Data from 250 respondents were analysed using the Pearson product moment correlation, ANOVA and hierarchical multiple regression. Results showed that the interaction between marital status (individual factor) and working hours (organizational factor) did not impact work-family balance. Further, a significant negative relationship exists between work-family balance and work-family conflict, gender and age. Also, marital status and working hours were positively related to work-family balance. Marital status and working hours significantly moderate the relationship between work-family conflict and work-family balance. Although working hours moderate the relationship between work-family conflict and work-family balance, it did not account for a significant variance in work-family balance. Furthermore, educational level did not significantly relate to work-family balance. These findings imply that for organizational growth to be improved, stakeholders need to consider advancing work-family balance practices to cater for both employees' and organizational needs.

**Keywords:** Work-Life Balance; Work-Life Conflict; Organization Factors; Individual Factors; Employees

## INTRODUCTION

In this epoch, where every activity one engages in exerts pressure on one's cognitive, emotional and physical domains and generally, life, the focus of every individual has moved towards attaining an appreciable level of balance to combat the daily stressors and also the synchronous changes in work and family life. A balanced life involves a person's ability to accomplish activities one engages in, in all domains of life (Kirchmeyer, 2000). Work occupies a great part of a person's life. Most often than not, a person's work activities obstruct his family life, creating an imbalance (Beham & Drobnič, 2010). This explains the concept of work-life balance which is an individual's "...perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities" (Kalliath & Brough, 2008, p.326). Work-family balance on the other hand, aligns itself with one aspect of work-life balance. Various researchers have tried to explain work-family balance. It refers to the "...extent individuals are equally involved and satisfied with work and family roles" (Kirchmeyer 2000; p. 513). Grzwacz & Calson (2007; p. 458) also expounded that it is an "accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role-related partners in the work and family domains". Consequently, when one is actively and successfully involved in work and family roles, a balance is achieved (Rahman, Uddin and Abdul, 2017). An imbalance in these roles will lead to work-family conflict. Work-family imbalance therefore does not only impact job performance, family enrichment, employees' commitment, emotional consonance but also leads to job dissatisfaction, career dissatisfaction, absenteeism, turnover, and stress (Rahman et al., 2017).

There exist several antecedents to work-family balance: including organizational and individual factors. Organizational factors include flexible work arrangements (Hill, 2001), work support (Noor & Sahibzada, 2012), job stress (Bell, Rajendran & Theiler, 2012) and technology (Waller & Ragsdell, 2012). Emotional intelligence (Affandi

& Raza, 2013) and personality (Wayne, Musisca & Fleeson, 2004) have equally been identified as some individual factors that impact work-family balance. Keeton, Fenner and Johnson (2007) also found that demographic variables like marital status and gender significantly relate to work life balance. It can therefore be argued that demographic variables relate with work-family balance since it is an aspect of work and life.

Despite the plethora of literature on work-family balance, still issues like "...the factors behind work family balance and imbalance have not yet been fully investigated" (Rahman et al., 2017, p. 2). Aside this minimal research in this area, the few carried out failed to consider the effect of organizational and individual factors generally, and developing countries, thus creating a gap in literature. This study attempts to fill this knowledge gap using the person-environment fit theory in the Ghanaian educational context. This study is significant because context matters in research. Again, findings will help stakeholders know that although organizational and individual factors impact work-family life, the interaction between these factors have far worse consequences. For optimal employee wellbeing, organizational policies must consider work-family boundaries like work flexibility, as well as factor in employees needs especially family roles before handing out tasks to individuals. Also, findings will open another dimension of work-family life that has been least explored. The remaining part of the paper proceeds as follows, the literature and theoretical framework, methods, findings and discussion segments. Finally, the limitations and implications conclude.

## LITERATURE REVIEW

### Theoretical framework

The study is guided by the person-environment fit theory which focuses on the individual and the environment. The theory expands on the explanation of human behavior as a factor of the person and the environment together instead of regarding them as separate entities which is the focus of this paper, organizational environment.

The person-environment fit theory reflects how the interaction between an individual's values and needs and organizational needs impact behavior. Per the theory, to achieve an optimal outcome, there must be compatibility between individual and organizational needs. The primary need of the individual is to obtain a near perfect balance between work and family roles (Liu, Wang, Li & Zhou, 2019) and this need interacts with organizational need (Edwards, 2008), which can be argued to be achieving organizational growth and success. When these two needs support each other, there will be a balance (Valcour, 2007) and if otherwise, an imbalance. This theory has been successfully applied to both person-related and work-related variables (Edwards & Rothbard, 1999; Yang, Che, & Spector, 2008) independently, but not together, making this study unique. Consequently, this study attempts to merge them by applying both to identify how individual factors interact with organizational factors to influence work-family balance.

### **Work-family balance and work-family conflict**

The current trends in literature pertaining to work-life balance issues indicate a movement towards a flexible and accommodative work environment that necessitates an incorporation of one's family life into one's work life with preferably, little or no conflict. Yet very little is known about work-family balance with the chunk of literature focusing on work-life balance (Doble & Supriya, 2010; Fapohunda, 2014; Hsu, Bai, Yang et al., 2019; Tausig & Fenwick, 2001). However, an understanding of the variables directing the path of work-life balance, will serve as an opener for variables that may influence work-family balance.

A considerable matter in work-family balance is work-family conflict. Several factors lead to work-family conflicts. Frone and Cooper (1992, p.726) list long and unsteady working hours, overtime working, autonomy status, the size of the organization, low wages, negative attitudes of management, work relations, promotion, expectations of the family, health status, number of children, age, income, and employee performance as reasons for work-family conflict. It stands to

reason that in order to create a balance, these variables need to be considered. It can be argued that the reverse of these practices represents work-family balance practices. This explains why an increase in work-family balance practices led to a significant decrease in work-family conflict (O'Driscoll, Poelmans, Spector, 2003; Thompson, Beauvais and Lyness, 1999). Regarding this, Byron (2005) and Gajendran and Harrison (2007) report a negative relationship between work-family balance practices (flexible working times) and work-family conflict indicating that an increase in work flexibility leads to a decrease in work-family conflict. Bell, Rajendran and Theiler (2012) found that among academics, there was an inverse relationship between job stress which represents work-family conflict practices and work family balance and well-being. Such that an increase in job stress is significantly associated with decreased work family balance and well-being. Chang, Zhou and Wang (2017) also reported that work stress had a positive relationship with work-family conflict; further these variables moderated the relationship between perceived work-family balance practices and work-family conflict. It is therefore suggested that an increase in work-family balance will have a negative relationship and effect on work-family conflict.

### **Work-family balance and individual and organizational factors**

Conflicting results have been obtained in various studies investigating the relationship between individual and organizational factors like working hours, gender, age, educational level, marital status and work-family balance and work-life discussion. For instance, gender has been reported to be strongly related to work family balance (Doble & Supriya, 2010; Fapohunda, 2014; Keeton, Fenner, Johnson and Hayward, 2007). Keeton et al., (2007) revealed that gender mediated the relationship between work-family balance and employee's career satisfaction. Gender discrepancies in work-life balance (breaks from work, compressed working hours, self-roastering, tele-working, childcare, flexi-time, paid leave and job-sharing) have a positive significant relationship between the

eight independent variables and achievement of work-life balance for both men and women (Fapohunda, 2014). Similarly, both genders endorse flexible working hours, part-time work and working from home as factors that will improve work-life balance (Doble and Supriya, 2010). Fapohunda (2014) further reported that both genders admitted to having work life imbalance. These findings confirm a positive relationship between gender and work-life balance and therefore hypothesizes that there will be a positive relationship between gender and work-life balance.

### **Working hours and Work-family balance**

Studies have shown that there exists a positive significant relationship between working hours and work-life balance (Hsu, Bai, Yang, 2019). However, Valcour (2007) reported a negative relationship between working hours and satisfaction with work-family balance. Working hours has equally been noted to mediate the relationship between work-family balance and employees' career satisfaction (Keeton et al., 2007). So aside working hours either increasing or decreasing work-family balance or work-life balance, working hours can equally influence the relationship between one's work-family balance and job values. The critical role working hours play in work-life balance discourse makes it a relevant organizational factor that needs to be attended to.

### **Age and Work-family balance**

Research shows that there exists a positive relationship between age and work-family balance. Tausig and Fenwick (2001) in a research found a significant relationship between age and work-life balance. Specifically, the researchers submit that, between older employees and younger employees, the former enjoys greater success with work-life balance than the latter. A similar finding has been submitted by Priya (2017), with the older generation (50 years and above) having a better work-life balance than their counterparts ages 41 to 50 years. Also, Richert-Kaźmierska and Stankiewicz (2016) found that older age employees were more likely to indicate maintenance of work-life balance compared to younger age employees. It is therefore argued that older individuals will have a work-life balance than the younger aged generation.

### **Marital status and Work-family balance**

Marital status has implications in work-life balance discussions. Darko-Asumadu, Sika-Bright and Osei-Tutu (2018) found that between married and unmarried couples, the latter group balanced their work and family roles better than the former. This finding suggests that there is a relationship between one's marital status and work-family balance. Other studies suggest that marital status has mitigating effect between work-family balance and activities that hinder work-family conflict. For instance, Keeton et al. (2007) found that marital status mediated the relationship between work-family balance and employees' career satisfaction. However, Priya (2017) reported that in investigating work-life balance among women teachers, there was no differences in marital status. Having these divergent results in different contexts, this study therefore attempts to find out in the Ghanaian context, the effect of marital status on work-family balance.

### **Educational level and Work-family balance**

Although investigation on the relatedness of one's educational level to one's work-family balance and work-life balance has been least explored, the findings of a few studies suggests that educational level is positively related to work-life balance. For instance, Marič and Žnidarsič (2018) reported a significant difference in work-life balance experience of higher education lecturers based on academic ranks such that the higher one's academic rank, the higher one's work-life balance. However, the finding of Khairunneezam, Siti Suriani and Nurul Nadirah (2017) suggest that among academics, there were mixed responses in respects to the general feelings of satisfaction with the work-life balance. Also, among a subgroup of security personnel, clerks, universal relation officers, frontline officers right through to employees in middle level management, Darko-Asumadu et al. (2018) found a weak positive relationship between work-life balance and commitment since employees were unsatisfied with certain benefits (paternity leave, study leave, part-time work)

accrued to them. Although these studies were conducted in varying contexts and among different subgroups, they provide a preview to varying perspectives on work-life balance held by employees on different educational levels, as such interpretation from the findings of the various studies can be done with caution to ascertain if similar findings may prevail among subgroups in same context and category. Also, in a recent study, it was revealed that educational level is implicated in work-family conflict (Tunlid, 2018). Among mothers, educated mothers, compared to the less educated mothers, experienced higher work-family conflict than the latter (Tunlid, 2018). Since work-family conflict surfaces when there is an imbalance in work and family roles, the finding of Tunlid's study may imply that less educated mothers experience better work-family balance than much educated mothers. These different results call for investigation and this paper attempts to address this.

Based on the above discussions, the following are hypothesized:

- H1: There will be a significant relationship between individual factors (age, gender, marital status, educational level), organizational factor (working hours), work-family conflict and work-family balance.
- H2: Both marital status (individual factor) and working hours (organizational factor) will significantly impact on work-family balance
- H3: One's marital status will moderate the relationship between work-family balance and work-family conflict
- H4: Working hours will moderate the relationship between work-family balance and work-family conflict

## METHODOLOGY

### Sample, Sampling Method, Measures and Setting

To answer the research question which is “will organizational and individual factors influence the relationship between work-family conflict and

work-family balance” and achieve the objective, primary data was sourced using a self-designed questionnaire, while secondary information was gathered from journal articles and books. Three hundred (300) questionnaires were distributed to employees working in various sectors of the economy and 250 returned giving a return rate of 83.33 percent. Convenience sampling was used to select the study participants since it allows for the theoretical generalization of the findings (Sajadi, Mirzazadeh, Navadeh, Osooli, Khajehkazemi, Gouya & Haghdoost, 2013). The convenience sampling technique allows participants to be selected based on availability. Thus, participants who were readily available and willing to participate in the study were recruited for the study. Before the administration of the questionnaire, the objective of the study was explained, and respondents made to know the exercise was purely for an academic purpose. To increase the response rate, respondents' anonymity was assured, and the significance of the research explained again.

### Instrumentation and Data Gathering

A questionnaire with both open and close ended questions was used to collect data. Eight research assistants were trained for data collection and data entry for four consecutive Mondays. They were also monitored weekly to ensure compliance and uniformity. The questionnaire was pre-tested using 30 respondents who did not form part of the sample for the study and feedback from the pretest was used to modify the final questionnaire.

Family-work conflict scale and the work-family conflict scale developed and validated by Netemeyer, Boles and McMurrian (1996) were used to gather data on Family- work conflict and work-life balance. The impact of Work- family Conflict scale was developed, followed by an open-ended question to gather information on other ways of work-family conflict. Respondents were given a month to respond to the questionnaire.

### Data Analysis

Data was analysed using the Statistical Package for the Social Sciences (SPSS). Preliminary analysis was conducted to check for violations of assumptions of normality, linearity, homoscedasticity and homogeneity. It was realized that the assumption of homogeneity of data was violated so a more

stringent value was set for two-way analysis of variance. The relationship between individual factors (age, gender, marital status, educational level), organizational factor (working hours), work-family conflict and work-family balance was ascertained using the Pearson product moment correlation. The impact of the individual factor (marital status) and organizational factor (working hours) on work-family balance was analysed using a two-way analysis of variance (ANOVA). To investigate if marital status and working hours will moderate the relationship between work-family conflict and work-family balance, hierarchical multiple regression was used.

## RESULTS AND DISCUSSION

This first section presents the results of the demography of study participants aimed at situating the individual factors.

Table 1. Demographic Variables

Demographics	Frequency	Percentage
Gender		
Males	119	47.6
Females	131	52.4
Educational level		
Basic	90	36.0
Secondary/vocational	93	37.2
Tertiary	62	24.8
Others	5	2.0
Age		
18-30years	25	10.0
31-40years	146	58.4
41-50years	62	24.8
Above 50years	17	6.8
Marital status		
Single	27	10.8
Married	184	73.6
Cohabiting	19	7.6
Separated/Divorced	11	4.4
Widowed	9	3.6

Table 1 presents the demographic results of respondents. There were 119 males and 131 females. For educational level, 90 were (basic school) graduates, 93 (secondary/vocational school graduates), 62 (tertiary graduates) and a minority 5 had no form of education. Most of the sample (146) were between the ages of 31-40 years, (17) were above 50 years, (25) between the ages of 18 to 30 years old, with (62) between 41 to 50 years. For marital status, most of the respondents (184) were married, with 27 respondents being single. Those cohabiting were 19 and 11 respondents were either separated or divorced and 9 widowed.

Table 2: Means, standard deviations and Pearson correlation and probability estimates for the study variables

	M	SD	1	2	3	4	5	6	7
Work-family balance	1.17	0.38	1						
Gender	1.52	0.50	-0.125* (0.048)	1					
Educational level	1.93	0.82	-0.100 (0.113)	-0.015 (0.811)	1				
Marital status	2.16	0.81	0.168** (0.008)	0.055 (0.391)	-0.144* (0.023)	1			
Age	2.28	0.73	-0.141* (0.026)	0.144* (0.023)	-0.105 (0.099)	0.076 (0.229)	1		
Working hours	1.87	0.66	0.131* (0.038)	-0.112 (0.078)	-0.156* (0.014)	-0.006 (0.930)	0.181** (0.004)	1	
Work-family conflict	9.46	2.20	-0.507** (0.000)	0.123 (0.053)	0.203** (0.001)	-0.121 (0.057)	0.077 (0.222)	-0.091 (0.151)	1

Note:

Significant levels (2-tailed) estimate in brackets

\*\* . Pearson correlation is significant at the 0.01 level (2-tailed).

\* . Pearson correlation is significant at the 0.05 level (2-tailed).

N = 250

The Pearson Product Moment Correlation was used to test hypothesis 1 and 2. Preliminary analysis was conducted to ensure no violation of the assumptions of normality, linearity and homoscedasticity. Analysis revealed a significant and negative correlation between work family balance and gender [  $r = -.125$ ,  $n = 250$ ,  $p < .05$ ]. Also, there was a negative non-significant correlation between work family balance and one's educational level [  $r = -.100$ ,  $n = 250$ ,  $p > .05$ ]. Marital status had a significant positive correlation with work-family balance [  $r = .168$ ,  $n = 250$ ,  $p < .01$ ]. Age had a significant negative relationship with work-family balance [  $r = -.141$ ,  $n = 250$ ,  $p < .05$ ]. Working hours had a significant positive relationship with work-family balance [  $r = .131$ ,  $n = 250$ ,  $p < .05$ ]. Work-family conflict had a significant negative correlation with work-family balance [  $r = -.507$ ,  $n = 250$ ,  $p < .001$ ].

Table 3: Summary of two-way analysis of variance of the impact of marital status and working hours on work-family balance

Variables	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P</i>	Effect size
Marital status	4	0.185	1.327	0.261	0.022
Working hours	2	0.528	3.786	0.024	0.031
Marital status*Working hours	6	0.092	0.659	0.683	0.016

*\*p < 0.05; \*\*p < 0.01; \*\*\*p < 0.001*

A two-way between groups analysis of variance was conducted to investigate the impact of marital status and working hours on work-family balance. A more stringent significance level of .01 was set to test for significance. Analysis revealed that there was no significant difference in the effect of working hours on work-family balance of marital status [ $F_{(6, 250)} = 0.659, p = .016$ ]. In terms of main effects, there was no significant difference in marital status [ $F_{(4, 250)} = 1.327, p = .261$ ] and working hours [ $F_{(2, 250)} = 3.786, p = .024$ ] on work-family balance.



Table 4: Hierarchical multiple regression of the contribution of an individual factor (one's marital status) to the relationship between work-family conflict and work-family balance

Variables	Model 1	Model 2	Model 3
Constant			
Sex	-0.14* (.026)		
Age	-0.19** (.002)		
Level of education	-0.10 (.104)		
Working hours	0.13* (.034)		
Sex		-0.07 (0.182)	
Age		-0.13* (0.018)	
Level of education		-0.00 (0.962)	
Working hours		0.10 (0.066)	
Work-family conflict		-0.47*** (0.000)	
Sex			-0.08 (128)
Age			-0.14** (0.010)
Level of education			0.01 (.825)
Working hours			0.10 (.051)
Work-family conflict			-0.46*** (0.00)
Marital status			0.13* (0.018)

Note: Dependent variable: Work-family balance. R<sup>2</sup>= .073, .284, .300 and ΔR<sup>2</sup>= .073, .211, .016 for steps 1, 2 & 3 respectively

\*p < 0.05; \*\*p < 0.01; \*\*\*p < 0.001

After controlling for the effect of the demographics (sex, age, level of education) and the organizational factor (working hour), work-family conflict significantly predicted work-family balance independently ( $\beta = -0.477$ ,  $t_{(250)} = -8.472$ ,  $p = .000$ ) and explained 21.1% of variance in the dependent variable (.211 × 100) [ $F_{change(1,244)} = 71.774$ ,  $p = .000$ ]. This was statistically significant. Marital status as the moderator variable explained 1.6% of variance in the dependent variable after being introduced

(.016 × 100) [ $F_{change(1,243)} = 5.680$ ,  $p = .018$ ]. The interaction between work-family conflict and work-family balance was significantly moderated by one's marital status ( $\beta = .131$ ,  $t_{(250)} = 2.383$ ,  $p = .018$ ). From the ANOVA table, this was statistically significant [ $F_{(6,243)} = 17.372$ ,  $p = .000$ ]. The overall model explained 30.0% of variance in the dependent variable (.300 × 100).

Table 5: Hierarchical multiple regression of the contribution of an organizational factor (working hours) to the relationship between work-family conflict and work-family balance

Variables	Model 1	Model 2	Model 3
Constant			
Sex	-.16* (.009)		
Age	-.18* (.003)		
Level of education	-.09 (.119)		
Marital status	.17* (.004)		
Sex		-.09 (.095)	
Age		-.12* (.022)	
Level of education		-.00 (.974)	
Marital Status		.12* (.023)	
Work-family conflict		-.47***(.000)	
Sex			-.08 (.128)
Age			-.14** (.010)
Level of education			.01 (.825)
Marital status			.13* (.018)
Work-family conflict			-.46***(.000)
Working hours			.10 (.051)

Note: Dependent variable: Work-family balance. R<sup>2</sup>= .087, .289, .300 and ΔR<sup>2</sup>= .087, .203, .011 for steps 1, 2 & 3 respectively

\*p < 0.05; \*\*p < 0.01; \*\*\*p < 0.001

After controlling for the effect of the demographics (sex, age, level of education) and the individual factor (marital status), work-family conflict significantly predicted work-family balance independently ( $\beta = -.470$ ,  $t_{(250)} = -8.338$ ,  $p = .000$ ) and

explained 20.3% of variance in the dependent variable (.203 × 100) [ $F_{change(1,244)} = 69.517$ ,  $p = .000$ ]. This was statistically significant. Working hours as the moderator variable explained 1.1% of variance in the dependent variable after being introduced (.011 × 100) [ $F_{change(1,243)} = 3.855$ ,  $p = .051$ ]. This was not statistically significant, although the ANOVA table showed that the whole model was significant [ $F_{(6,243)} = 17.372$ ,  $p = .000$ ]. The overall model explained 30.0% of variance in the dependent variable (.300 × 100).

## Discussion

Work-family balance is a critical issue for individuals who want to incorporate their career into their family roles. This is true most especially for career driven women (Fapohunda, 2014). This present study examined how the relationship between work-family balance and work-family conflict is affected by both individual and organizational factors. Analysis revealed that there was a negative significant relationship between work-family balance and work-family conflict, that is, an increase in work-family balance decreased work-family conflict significantly. Among the individual factors investigated, gender and age had a significant negative relationship with work-family balance, meaning an increase in one's gender roles and age significantly decreased one's work-family balance. Marital status was positively related to work-family balance, meaning an increase in one's marital roles positively and significantly increased one's work-family balance. There was no significant relationship between educational level and work-family balance, meaning an increase or decrease in one's educational level did not impact one's work-family balance. There was a positive significant relationship between the organizational factor (working hours) and work-family balance. Also, there was no significant difference in the interaction of marital status and working hours on work-family balance. Further, marital status and working hours moderated the relationship between work-family conflict and work-family balance.

Work-family imbalances breed conflict. Thus, the focus is to execute roles in the respective sect of life efficiently and successfully. This study reported that an increase in work-family balance decrease the occurrence of work-family conflict. This confirms what the person-environment theory posits, that there exists a reciprocal relationship between people and environments. Since the basic need of the individual is to obtain a near perfect balance between work and family roles (Liu, Wang, Li & Zhou, 2019), when there is a balance in the family activities and the needs of the work environment, it reduces conflict and consequently a positive impact on the employees' behaviour. Additionally, the finding is consistent with that of Bell et al. (2012), O'Driscoll et al. (2003) and Thompson et

al. (1999). Contrary findings have been submitted by Brough et al. (2005) and Hammer et al. (2005). Other researchers have also reported that work-family conflict was not significantly related to work-family balance (Kossek et al., 2006; Lapierre et al., 2006). The different subpopulation investigated could account for the disparity in these findings. These varying subpopulations ascribe to different work and family ethics and culture and therefore this may inform the responses given hence the difference. Thus, work and family ethics as well as culture has effect on the relationship between work-family balance and work-family conflict.

Further, in relation to the individual factors investigated, analysis revealed that gender was significantly negatively related to work-family balance. This contradicts the finding of Fapohunda (2014). However, Fapohunda (2014) finding advances that both genders experience work-life imbalance. Work-life balance considers all the various aspects of life while work-family balance streamlines the focus to a specific dimension. This could account for the differences in these findings. Flexible working hours, part-time work and working from home are factors that improve work-life balance (Doble & Supriya, 2010). This concept, although not completely new to the Ghanaian environment, is now catching on practically and this could greatly impact the gender stereotypes roles in the Ghanaian culture.

Findings from the present study showed that as one's age increases, one's work-family balance practices decreases. This refutes that finding of Priya (2017), Tausig and Fenwick (2001) and Richert-Kazmierska and Stankiewicz (2016) which suggested that the older generation had a better work-family balance than the younger generation. This implies that the older generation encountered less work-family conflict. However, the finding of this present study suggests otherwise. This may be because majority of the sample (58.4%) were young, i.e, between age 31-40, thus, relatively not close to pension. Therefore, were much interested in career life and therefore had much grip on their career life and not reverting their energy into their family roles unlike the few (6.8%) who were above 50 years old and therefore may feel they have given

the best part of themselves to their career, as a result losing grip of their career. It can therefore be deduced and concluded that the older one becomes, the less interest one has with his career and therefore a reduction in work-family conflict.

Analysis also revealed that although an increase in one's educational level led to a decrease in one's work-family balance practices, this relationship was not significant. This finding is not supported by the finding of Marič and Žnidaršič (2018). The results revealed that an increase in one's academic rank significantly increased one's work-family balance practices. However, the finding of this present study may affirm the finding of Tunlid (2018) which suggested that less educated mothers experience better work-family balance than much educated mothers. This finding may also reflect the practices of the Ghanaian culture. In this culture, both genders are expected to assume some responsibilities regardless of one's level of education. Hence, one's level of education does not exempt one from executing certain assigned tasks. As such career-oriented individuals tend to juggle between work roles and family roles all in the hope of finding a near perfect balance without success.

Additionally, after finding a significant positive relationship between marital status and work-family balance, this study also found that marital status changed the relationship between work-family conflict and work-family balance into a positive one. This affirms the finding of Keeton et al. (2007) and further expands the role of marital status in work-family balance discussions as not just a mediator but also a moderator. Thus, one's marital status can explain the relationship between work-family conflicts and work-family as well as determine the proportionate experience of these two variables in relation to one's marital role. For instance, it has been reported that unmarried couples balanced their work and family roles better than married couples (Darko-Asumadu et al., 2018).

More so, studies on working hours, which is an organizational factor, and work-family balance or work-life balance has highlighted the multidirectional relationship between these two variables. This study found that an increase in working hours significantly increased work-family balance practices hence affirming the finding of

Hsu et al. (2019). Further, although working hours moderated the relationship between work-family conflict and work-family balance, working hours did not significantly account for a unique variance in work-family balance. This may reflect the finding of Keeton et al. (2007) that working hours may be better captured as a mediator. Also, this finding reveals that working hours may interact with other variables to moderate the relationship between work-family conflict and work-family balance. And so organizational factors alone may not impact work-family balance, however, other variance in addition to organizational variables may significantly influence the relationship between work-family conflict and work-family balance.

Finally, it was realized that marital status did not interact with working hours to impact work-family balance. However, previous finding in this present study that working hours moderated the relationship between work-family conflict and work-family balance, suggested that working hours may interact with other variables to either mediate or moderate the relationship between work-family conflict and work-family balance. Hence, although an interaction between individual factor and organizational factor did not impact work-family balance as the person-environment fit theory postulates, prior finding in this present study equally reveals that organizational factor alone cannot impact work-family balance. This implies that although working hours may not have interacted with marital status, further studies may explore other variables to unveil how organizational factors may interact with other individual factors aside marital status to impact work-family balance. Therefore, this finding partially supports the tenets of the person-environment fit theory emphasizing its relevance and applicability to the Ghanaian context.

### **Limitation**

No study is without flaws, so it is with this current study. A major limitation identified was that the sample was not homogeneous. Hence, in order to make statistical interpretation, a much stringent level of significance was used.

### **CONTRIBUTION, IMPLICATION AND CONCLUSION**

The changing trends in work and family roles make the issue of work-family balance a major priority for the individual who is confronted with the competing unique roles. This study has enhanced the understanding of work-family balance, as well as brought out factors that impacts work-family balance in a developing country. This impact study has also captured how person-organization fit theory relates to work-family balance in a developing context. Aside from the present study revealing that both individual and organizational factors can independently impact the relationship between work-family conflict and work-family balance, it has further provided a direction for further investigation for researchers in developing countries. These findings imply that to do away with negative organizational behaviors and improve organizational commitment, stakeholders should formulate policies to incorporate benefits like work flexibility which includes maximum working hours, telecommuting, compulsory leave to cater for family roles to ensure congenial employment relations. Also, uniformity in organizational policies may not be ideal in obtaining a balance between work and family roles, thus stakeholders may need to consider personalizing certain policies to facilitate a balance between work and family roles. Finally, married individuals must put measures in place to fuse the dissimilar part or roles they are to assume in order to minimize work-family conflict. For optimal wellbeing of the employees, organizations must critically consider what works best for the employee and fit it into the organizational environment, like policies and practices to enhance organizational growth.

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