



# Work-Family Conflict and Employee Performance in Ghanaian Universities: A Multivariate Analysis of Mediating and Moderating Variables

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DOI: <https://doi.org/10.47963/jobed.v13i.1554>

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To cite this Paper: Tchouchu, E., Bigool, M., & Tchouchu, E. E. WFC Work-Family Conflict and Employee Performance in Ghanaian Universities: A Multivariate Analysis of Mediating and Moderating Variables. *Journal of Business and Enterprise Development (JOBED)*, 13(1). <https://doi.org/10.47963/jobed.v13i.1554>

## Article Information

### Keywords:

Work-life conflict

Family

Work

Affective commitment performance

Received: 23<sup>rd</sup> October 2024

Revised: 20<sup>th</sup> April 2025

Accepted: 27<sup>th</sup> April 2025

Editor: Anthony Adu-Asare Idun

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## Abstract

*This study examines the impact of work-family conflict on employee performance in Ghanaian universities, exploring mediating and moderating factors. Three mediating variables (affective commitment, family-related factors, and work-related factors) and one moderating variable (sex) were examined concerning the impact of work-family conflict on employee performance. A simple random sampling technique was used to select a sample of 310 respondents from the senior staff of the University of Cape Coast. The questionnaire was used to gather data, which was analysed using the Partial Least Squares-Structural Equation Modelling (PLS-SEM). Key findings revealed that family-related and work-related factors fully mediate the work-family conflict-staff performance relationship. Hence, to ensure optimal employee performance, the University of Cape Coast should encourage workers to effectively balance their work-related and family-related factors. Additionally, the moderating role of sex in the work-family conflict-performance link indicates that work-family conflict affects female senior staff performance at the university than their male counterparts. This study highlights novel mechanisms (family-related factors, work-related factors, sex) through which work-family conflict impacts employee performance. The study recommends that organisations should adopt balanced approaches to reduce work-family conflict. This study contributes to understanding work-family conflict's impact on employee performance, emphasizing the need for balanced work-life approaches in Ghanaian universities. By addressing work-family conflict, organisations can promote optimal employee performance and gain a competitive advantage.*

## Introduction

The changing nature of work and family roles has led to an increasing overlap between work and family life, resulting in work-family conflict (WFC). WFC occurs when the demands of work and family roles are incompatible, leading to conflict and stress (Elahi et al., 2022). Work-

family conflict (WFC) is a pervasive issue affecting employees globally. In Ghana, where traditional family values and cultural norms emphasise the importance of family responsibilities, WFC may be particularly prevalent among working individuals, including those in Ghanaian universities (Abrefa Busia, 2023; Djirackor, Kuada, & Tagoe, 2024). Studies have shown that WFC has negative consequences on employee performance, job satisfaction, and staff well-being (Tien, 2024; Ribeiro et al., 2023). Nunoo (2022), Baidoo, Ansah, and Essien-Baidoo (2023) found that Ghanaian academics experience high levels of WFC, which compromise their well-being and performance. The cultural context of Ghana, characterised by strong family ties and social responsibilities, exacerbates WFC (Djirackor, Kuada, & Tagoe, 2024). Understanding WFC and performance relation in Ghanaian universities is crucial for developing effective strategies to mitigate the effects of work-family conflict on staff productivity.

In Ghanaian universities, employees often face high demands and pressures to meet academic and administrative responsibilities, which intensify work-family conflict (WFC) (Asomah et al., 2022). Family-related factors, work-related factors, and affective commitment play significant roles in the association between WFC and employee performance. Family support mitigates WFC's negative effects, while family demands exacerbate them (Choi, 2024; Zhang & Bowen, 2021). High job demands and low autonomy intensify WFC and decrease performance (Dishon-Berkovits et al., 2024; Moreira et al., 2023). Employees with high affective commitment perform better despite WFC (Ribeiro et al., 2023). Women with caregiving responsibilities experience higher WFC levels, impacting performance (Okolie & Uwayah, 2024; Yucel & Chung, 2023). Understanding how sex influences the relationship between WFC and employee performance can help organizations develop effective strategies to support employees. By examining mediating and moderating variables, this study aims to provide a nuanced understanding of WFC's complex dynamics in Ghanaian universities, ultimately informing strategies to reduce WFC's impact on employee performance.

Studies globally have shown that work-family conflict (WFC) negatively impacts organizational commitment, job satisfaction, and employee performance (Panda, Jain, & Nambudiri, 2022; Lee & Lee, 2021). WFC can lead to physical and mental health issues, such as headaches, high blood pressure, and exhaustion (Panda, Jain, & Nambudiri, 2022). In Ghana, several studies have been conducted concerning WFC. Otoo et al. (2023) examined coping strategies for managing the effects of work-family conflict on the management staff of hotels in the Accra metropolis of Ghana. Krah (2023) investigated the effect of work-family conflict on job performance among senior and junior staff at Cape Coast Technical University. Abrefa Busia (2023) explored work-family conflict among married working mothers in both formal and informal sectors. Despite the growing body of research on WFC globally, there is a dearth of studies that have examined the mediating roles of affective commitment, family-related factors, and work-related factors, as well as the moderating role of sex in the WFC-employee performance relationship, particularly in the Ghanaian university setting. There is therefore a research gap in understanding both the mediating and moderating factors influencing WFC among administrative staff in public universities in Ghana, such as the University of Cape Coast.

This study, therefore, examines how affective commitment, family-related factors, work-related factors, and sex impact the association of work-family conflict (WFC) with employee performance at the University of Cape Coast. Hence, the research explores the multivariate analyses of these variables on WFC-employee performance link. It is expected that the study would provide useful information in helping both academics and practitioners make informed managerial decisions. A study of this nature is very important since organisations nowadays are continuously seeking to gain a deeper understanding of the complex dynamics of WFC and its impact on employee performance in Ghanaian universities, with the goal of improving employee

well-being and organisational effectiveness (Aboagye, Ntim, & Antwi, 2025; Djirackor, Kuada, & Tagoe, 2024). By employing a multivariate analysis, the study insightfully delved into the complex interplay between work-family conflict and performance outcomes, while also considering the unique cultural and institutional factors prevalent in the Ghanaian context.

In harmony with the objective of the study, the rest of the paper describes the theory related to work-family conflict (WFC), concepts of work-family conflict (WFC) and employee performance, mediating roles of affective commitment, family-related factors, work-related factors, and moderating role of sex, conceptual framework, and methodology adopted. Then, the main findings are presented and discussed, and finally, conclusions are established.

## Theory and hypotheses development

### *Work-Family Conflict Theory*

The Work-Family Conflict Theory (Greenhaus & Beutell, 1985) explains how incompatible demands from the workplace and family lead to conflict, role strain, and decreased performance. It identifies three conflict forms: time-based (scheduling conflicts), strain-based (work stress impacting family life), and behavior-based (incompatible work and family behaviours). Extensive research validates the theory, revealing detrimental effects on employee well-being, job satisfaction, and organisational commitment (Ahmad et al., 2024; Panda, Jain, & Nambudiri, 2022). Applicable across contexts, including academia (Carvalho et al., 2024), this theory is crucial for understanding work-family dynamics. However, critics argue that the theory overemphasises individual-level factors, neglects broader structural and organisational influences, and limits consideration of cultural and societal variations (Lee & Kramer, 2022). Despite these limitations, the Work-Family Conflict Theory remains a foundational framework for exploring work-family relationships, providing valuable insights for researchers and practitioners.

## Hypotheses development

### *Work-family conflict and staff performance*

Studies consistently show a negative link between work-family conflict (WFC) and staff performance. Studies by Ribeiro et al. (2023), Panda, Jain, and Nambudiri (2022), and Moreira et al. (2023) reveal that WFC decreases job satisfaction, organisational commitment, productivity, and job performance. WFC also impacts employees' physical and mental well-being, leading to burnout (Tien, 2024) and decreased performance. The WFC-staff performance relationship is complex, influenced by family-related factors (e.g., family support), work-related factors (e.g., job demands), and individual characteristics (e.g., coping mechanisms) (Jie, Mokhtar, & Abdullah, 2024). Addressing WFC is crucial to promoting employee well-being and performance.

Employees experiencing high levels of WFC may exhibit decreased motivation, engagement, and creativity, ultimately affecting their performance. A study by Şahin and Yozgat (2021) found that WFC negatively impacted employees' work engagement and performance. Effective work-life balance interventions require understanding WFC's impact on staff performance, mediated by stress levels. Moderate stress can enhance creativity and productivity, while excessive stress harms performance (Carvalho et al., 2024; Khan et al., 2022; Khassawneh, Mohammad, & Ben-Abdallah, 2022; He et al., 2020). However, excessive stress negatively affects performance. When work-family conflict intensifies, employees become overwhelmed, struggling to balance job and family responsibilities, ultimately compromising performance (Ribeiro et al.,

2023). This curvilinear relationship highlights the importance of managing stress and achieving work-life balance. Effective stress management enables employees to perform optimally, while excessive stress hinders performance. We therefore hypothesise that:

H1. Work-family conflict will influence staff performance.

#### *Mediating role of work-related factors in work-family conflict-performance relationship*

Research consistently identifies work-related factors, such as job position, time commitment, and participation, as significant contributors to work-family conflict (WFC). Studies show that job category and education level impact WFC, with higher-level employees experiencing more conflict (Mansour et al., 2024; Yu, Meng, & Zhou, 2023), time commitment exacerbates WFC and performance issues (Carvalho et al., 2024; Ribeiro et al., 2023), and time-based conflict is a prevalent WFC type (Javed & Irshad, 2020). A Malaysian study found doctors experienced severe work-to-family conflict due to lengthy work hours (Yazdanirad et al., 2023). Employees who struggle to balance work and home duties experience WFC. To mitigate WFC, employers can offer flexible scheduling, encourage work-life balance, support employees in demanding roles, and promote effective time management. Addressing WFC improves employee well-being, productivity, and performance. Considering work-related factors is crucial in reducing WFC and fostering a healthy work-life balance.

Role overload happens when the demands on a person's time and energy are too enormous for them to fulfil all their responsibilities effectively (Pluta & Rudawska, 2021). Employees who feel that their workload is too much to handle would go through bad feelings, exhaustion, and tension. Alyaa et al. (2024) looked at the role overload that Malaysian female doctors in public hospitals encountered at work and its connection to work-family conflict. A survey revealed 87.7% of doctors face moderate to heavy workloads due to frequent on-calls, increasing outpatients, and high patient-to-doctor ratios. Research by Moreira et al. (2023) and Abendroth (2022) shows that flexible work schedules reduce work-family conflict. Anand and Vohra (2020) found that role overload, time commitment, and job type significantly influence work-family conflict in institutions, highlighting the need for adaptable scheduling to mitigate conflict. Against this background, we hypothesise that:

H2. Work-related factors mediate the work-family conflict-staff performance relation.

#### *Mediating role of family-related factors in work-family conflict-performance relationship*

WFC is influenced by dependent care duties and life cycle stage. Research by Kim et al. (2024) shows that Canadian workers with caregiving responsibilities experience higher work-family friction. Caregiver stress is more common among employees with dependents (Purwanto, 2020). Having children at home positively correlates with work-family conflict. Villajos et al. (2024) found that female factory workers who have children under three face greater WFC than those with older children. Working women with younger children encounter more conflict due to childcare demands. However, as children grow older, parental control increases, stress levels decrease, and work-family conflict diminishes. Key factors influencing work-family conflict include caregiving responsibilities, life cycle stage, childcare demands, and age of children. Understanding these factors can help employers support employees' work-life balance and reduce conflict.

Family engagement, which is defined as the degree to which people devote their time to their families, has been linked to work-family conflict (Sujarwo et al., 2021). For instance, a mother

of a sick child could find it difficult to concentrate on her job and her obligations while she is at work. According to Kayaalp, Page, and Rospenda (2021), workers who were more actively engaged in family matters saw greater conflict at work with family members. Yucel and Chung (2023) found that WFC was more strongly correlated with family involvement for men than women. Childcare facilities significantly impact working parents' experiences, particularly for female gynecologic oncologists seeking work-life balance (Polan, Mattei, & Barber, 2022). Concerns about childcare quality and arrangements contribute to role strain among married women in multiple-earner families, negatively affecting their performance (Pahl & Wallace, 2022). Accessible, high-quality childcare is crucial for supporting working parents, especially women. We thus hypothesise that:

H<sub>3</sub>. Family-related factors mediate the work-family conflict-staff performance link.

#### *Mediating role of affective commitment in work-family conflict-staff performance link*

Affective commitment (AC) is the emotional attachment that employees have toward their organisation (Tchouchu et al., 2023; Mihalache & Mihalache, 2022). To maintain a competitive edge, organisations need skilled, motivated, and committed employees (Ali & Anwar, 2021). Research indicates a negative link between WFC and AC: WFC reduces employees' identification with organisational activities (Zhang & Bowen, 2021; Moreira et al., 2023). AC fosters emotional connection and identification with the organisation (Haskić-Ožegović & Hadziahmetovic, 2023; Mittal, Gupta, & Motiani, 2022). WFC negatively impacts organisational effectiveness, making it a significant predictor of organisational commitment (Lee & Lee, 2021). Organisations can promote AC by mitigating WFC, enhancing employee well-being, and fostering a positive work environment. This, in turn, boosts organisational effectiveness and competitiveness.

Several studies support the statement that affective commitment affects staff performance. Santiago-Torner, Corral-Marfil, and Tarrats-Pons (2024) discovered that burnout among the nursing staff has an inverse relation with affective commitment, which has a strong effect on workers' performance. Similarly, Bizri, Wahbi, and Al Jardali (2021) argued that training at work increases affective commitment, which also enhances workers' performance and job satisfaction. Aflah et al. (2021) also observed that motivation and job satisfaction promote affective commitment, which significantly affects work performance. Similarly, Astuty and Udin (2020) concluded that perceived organisational support (POS) enhances affective commitment, which in turn improves employee performance and helps to maintain a sustainable competitive advantage. But this study seeks to consider how affective commitment mediates the relationship between work-family conflict and staff performance. Hence, we propose the following hypothesis:

H<sub>4</sub>. Affective commitment mediates the relationship between work-family conflict and staff performance.

#### *Moderating role of sex in work-family conflict-staff performance link*

Sex acts as a moderator in the association between WFC and performance. Studies have consistently shown that women experience higher levels of WFC, leading to decreased performance due to societal expectations and caregiving responsibilities (Okolie & Uwayah, 2024; Kayaalp, Page, and Rospenda, 2021). Women's performance is more vulnerable to WFC's negative effects, particularly in traditional female-dominated occupations (Park, Park, & Jo, 2023). In contrast, men's WFC is increasing due to changing family structures and expectations (Zhang & Bowen, 2021). A study by Yucel and Chung (2023) found that men's WFC was associated with decreased performance, particularly when they took on caregiving responsibilities. Understanding

sex differences in WFC's impact on staff performance is crucial for developing targeted interventions. Organisations can benefit from addressing sex-specific challenges and providing support to mitigate WFC's negative effects. Hence, we propose that:

H5. Sex moderates the work-family conflict-staff performance relation.

### *Conceptual framework*

Resulting conceptual model was framed to show the multiple mediating effects of work-family conflict and staff performance. WFC = Work-family conflict; SPF = Staff performance; WRF = Work-related factors; FRF = Family-related factors; AFC = Affective commitment.

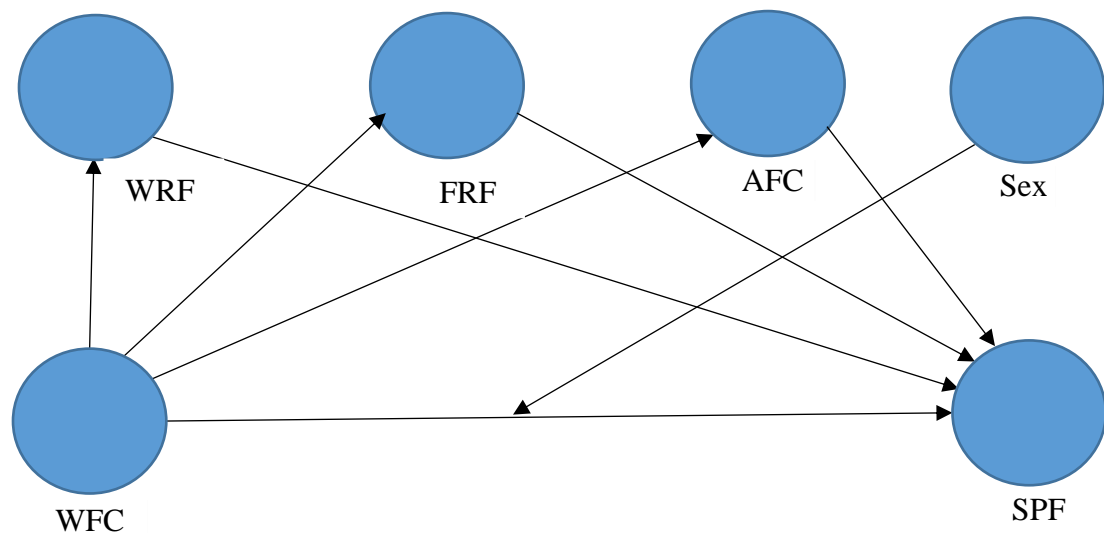


Figure 1: Conceptual Framework

## **Research Methods**

### *Sample and data collection procedure*

This study used an explanatory research design since there was a need to unearth and report on the relationships that exist among various facets of the phenomenon under study (Creswell, 2014; Saunders, Lewis, & Thornhill, 2009). The University of Cape Coast has a population of 1693 senior staff across its various departments and job roles (DHR, 2023). Senior staff of UCC have been chosen because they are always involved in academic and administrative duties. This study used a simple random sampling technique and Krejcie and Morgan's table for determining sample size to choose 310 people from the sampling frame of senior staff workers of UCC (Krejcie & Morgan, 1970). Data collection used self-administered questionnaires to ensure confidentiality and anonymity, with a response rate of 100%. This sampling technique guarantees the arbitrariness of the determination and ensures the representation of the population. The quantitative approach was employed in estimating the relationships among the constructs. Exactly, the structural equation modeling (SEM) in Smart PLS 3.3.2 was utilised to answer all the research hypotheses in the study by the calculation of a p-value for each path coefficient.



**Table 1: Sample Size**

N	S	N	S	N	S	N	S	N	S	N	S
10	10	65	56	140	103	250	152	420	201	850	265
15	14	70	59	150	108	260	155	440	205	900	269
20	19	75	63	160	113	270	159	460	210	950	274
25	24	80	66	170	118	280	162	480	214	1000	278
30	28	85	70	180	123	290	165	500	217	1100	285
35	32	90	73	190	127	300	169	550	226	1200	291
40	36	95	76	200	132	320	175	600	234	1300	297
45	40	100	80	210	136	340	181	650	242	1400	302
50	44	110	86	220	140	360	186	700	248	1500	306
55	48	120	92	230	144	380	191	750	254	1600	310
60	52	130	97	240	148	400	196	800	260	1700	313

Source: Krejcie and Morgan (1970)

### *Measurement instrument*

This study employed established questionnaires to measure key constructs: work-family/family-work conflict (Erdamar & Demirel, 2014; Alcantara, 2022), work-family conflict (Netemeyer, Boles, & McMurrian, 1996; Mukanzi & Senaji, 2017), affective commitment (Mahfouz, Awang, & Muda, 2019), and staff performance (Task Performance scale, Koopmans et al., 2014). Reliability testing yielded high Cronbach's  $\alpha$  values: 0.938, 0.869, 0.896, 0.903, and 0.755. Responses were collected using a 7-point Likert scale (1 = "Strongly Disagree" to 7 = "Strongly Agree").

### *Pre-testing of the instrument*

The study instrument underwent expert validation for face, content, and construct validity. Following revisions based on expert feedback, a pilot study with 30 participants was conducted. Exploratory factor analysis (Mahfouz, Awang, & Muda, 2019; Rahlin et al., 2019) assessed the instrument's reliability and construct validity, confirming its suitability for data collection.

## **Results and Discussion**

This study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 3.3.2 (Ringle et al., 2018) to test hypotheses. Following Anderson and Gerbing (1988) and Chin (2010), a two-step approach validated measures and then tested the hypothesised model, ensuring rigorous analysis.

### *Measurement Model Assessment*

Measurement model validation involved evaluating indicator loadings, convergent validity, composite reliability, and discriminant validity (Hair et al., 2019; Albers, 2010).

*Assessment of Indicator Loadings*

Table 2 presents the indicator loadings for the study. All 30 indicators measuring WFC, WRF, FRF, AFC, and SPF in universities exceeded the recommended threshold of 0.6 (Hair et al., 2019), ensuring reliability. Loadings for each construct were work-family conflict (4 indicators): 0.729-0.936, work-related factors (9 indicators): 0.659-0.912, family-related factors (8 indicators): 0.629-0.792, affective commitment (4 indicators): 0.859-0.911, and staff performance (5 indicators): 0.628-0.780. These results demonstrate that the retained indicators are reliable, surpassing the 0.6 threshold. The scales measuring the latent variables were therefore maintained.

**Table 2: Indicator Loadings**

	AFC	FRF	SPF	WFC	WRF
AFC2	0.866	0.407	0.245	0.516	0.506
AFC3	0.911	0.511	0.402	0.613	0.481
AFC4	0.859	0.478	0.262	0.576	0.591
AFC5	0.884	0.555	0.470	0.619	0.608
FRF1	0.393	0.691	0.606	0.426	0.337
FRF11	0.411	0.629	0.330	0.630	0.671
FRF3	0.467	0.726	0.632	0.427	0.430
FRF4	0.527	0.752	0.440	0.593	0.358
FRF5	0.472	0.755	0.540	0.531	0.547
FRF6	0.283	0.759	0.531	0.463	0.526
FRF7	0.313	0.792	0.507	0.442	0.366
FRF8	0.354	0.671	0.437	0.498	0.410
SPF1	0.083	0.350	0.646	0.168	0.129
SPF2	0.368	0.452	0.628	0.278	0.289
SPF4	0.447	0.541	0.730	0.520	0.521
SPF5	0.227	0.527	0.780	0.395	0.419
SPF7	0.258	0.568	0.756	0.252	0.303
WFC2	0.652	0.618	0.393	0.936	0.658
WFC3	0.635	0.708	0.506	0.935	0.653
WFC4	0.572	0.558	0.335	0.889	0.636
WFC5	0.450	0.530	0.401	0.729	0.506
WRF1	0.639	0.567	0.410	0.665	0.778
WRF2	0.498	0.548	0.495	0.575	0.785
WRF3	0.468	0.468	0.353	0.600	0.836
WRF4	0.319	0.495	0.446	0.462	0.659
WRF5	0.343	0.350	0.278	0.389	0.770
WRF6	0.511	0.587	0.457	0.575	0.895
WRF7	0.650	0.558	0.425	0.606	0.912
WRF8	0.568	0.516	0.379	0.655	0.870
WRF9	0.507	0.499	0.323	0.580	0.855

Source: Field Survey, 2024



### *Assessment of Internal Consistency Reliability*

This study employed composite reliability (CR) to assess internal consistency, deemed more suitable than Cronbach's alpha due to its weighted item approach (Dijkstra & Henseler, 2015). Table 3 shows that all 30 latent variables exceeded the 0.7 threshold (Hair et al., 2019), ensuring reliability. Composite reliability scores ranged from staff performance (0.835), family-related factors (0.898), work-family conflict (0.929), affective commitment (0.932), to work-related factors (0.949). These results demonstrate the model's internal consistency reliability.

### *Assessing Convergent Validity*

Convergent validity was calculated using Average Variance Extracted (AVE), measuring correlation between a construct and its alternative measures (Hair et al., 2019). An AVE  $\geq 0.5$  indicates that the construct explains more than half of its indicators' variance. Table 3 shows that all constructs exceeded this threshold, confirming convergent validity. AVE values ranged from affective commitment (highest): [0.775] to staff performance (lowest): [0.505]. These results demonstrate that the constructs account for a substantial portion of variance in their indicators, exceeding the 0.5 threshold (Hair et al., 2019).

**Table 3: Measurement Model Assessment**

	CA	rho_A	CR	AVE
AFC	0.903	0.915	0.932	0.775
FRF	0.869	0.870	0.898	0.524
SPF	0.755	0.767	0.835	0.505
WFC	0.896	0.911	0.929	0.768
WRF	0.938	0.943	0.949	0.674

Source: Field Survey, 2024

Notes: CA – Cronbach's Alpha, CR – Composite Reliability, AVE – average variance extracted.

### *Discriminant Validity*

Two methods were employed to establish discriminant validity. First, Fornell-Larcker criterion: Square root of AVE values exceeded latent variable correlations. AVE values are affective commitment: 0.880, family-related factors: 0.724, staff performance: 0.711, work-family conflict: 0.876, and work-related factors: 0.821. Second, Heterotrait-Monotrait Ratio (HTMT): All values are below 0.85 threshold. Results confirm empirical distinctness, demonstrating each construct uniquely captures specific phenomena. Discriminant validity is supported, ensuring the model's constructs reliably measure intended dimensions (Fornell & Larcker, 1981; Hair et al., 2019). The study's constructs are unique and reliable. The results are presented in Table 4 below.

**Table 4: Discriminant Validity Results**  
**Fornell-Larcker Criterion**

	AFC	FRF	SPF	WFC	WRF
AFC	<b>0.880</b>				
FRF	0.561	<b>0.724</b>			
SPF	0.404	0.700	<b>0.711</b>		
WFC	0.665	0.693	0.469	<b>0.876</b>	
WRF	0.622	0.630	0.489	0.703	<b>0.821</b>

**Heterotrait-monotrait ratio (HTMT)**

	AFC	FRF	SPF	WFC	WRF
AFC					
FRF	0.622				
SPF	0.462	0.844			
WFC	0.730	0.785	0.552		
WRF	0.663	0.691	0.550	0.756	

Note(s): Bold values at the off diagonal represent the square root of AVE. Italic values depict HTMT threshold for determining nonexistence of discriminant validity issue.

#### Structural Model Assessment

This section assesses the structural model, examining relationships between work-family conflict, work/family-related factors, affective commitment, and staff performance. Using bootstrapping (5,000 resamples), path coefficients, t-values, and p-values were evaluated. Following measurement model validation, the analysis focused on path coefficients, R<sup>2</sup> values, and relationship significance. The structural model illustrates construct relationships, supporting the study's theoretical framework and providing insights into hypothesised relationships.

#### Path Coefficients

Table 5 shows work-family conflict has no direct significant impact on staff performance ( $\beta = -0.051$ ,  $p = 0.495$ ), rejecting H1. This study investigates mediation by work/family-related factors and affective commitment, and moderation by sex.

**Table 5: Path Coefficients**

	Coefficient	Std. Dev.	T Stats	P Values	Confidence interval	
					2.50%	97.50%
AFC -> SPF	0.000	0.049	0.002	0.998	-0.101	0.093
FRF -> SPF	0.620	0.072	8.648	0.000	0.463	0.749
WFC -> AFC	0.665	0.034	19.447	0.000	0.593	0.725
WFC -> FRF	0.693	0.037	18.928	0.000	0.614	0.757
WFC -> SPF	-0.051	0.075	0.682	0.495	-0.195	0.1
WFC -> WRF	0.703	0.038	18.649	0.000	0.621	0.768
WRF -> SPF	0.118	0.057	2.078	0.038	0.003	0.227

Source: Field Survey, 2024

Mediation analysis, following Hayes (2013) and MacKinnon et al.'s (2004) guidelines, was performed using SmartPLS 3.3.2. Results displayed WFC significantly impacts work-related factors ( $\beta = 0.703$ ,  $p < 0.000$ ), family-related factors ( $\beta = 0.693$ ,  $p < 0.000$ ), and affective commitment ( $\beta = 0.665$ ,  $p < 0.000$ ). Bias-corrected bootstrapping confirmed indirect effects on staff performance via these mediators.

#### *Coefficient of Determination ( $R^2$ )*

Model's explanatory power was assessed using  $R^2$  values, indicating variance explained by endogenous variables (Shmueli et al., 2019). The structural model yields: Staff performance (SPF):  $R^2 = 0.521$  (52.1% variance explained); Work-related factors (WRF):  $R^2 = 0.494$  (49.6% variance explained); Family-related factors (FRF):  $R^2 = 0.480$  (48.0% variance explained); Affective commitment (AFC):  $R^2 = 0.442$  (44.2% variance explained). These results demonstrate that the model has both weak and moderate explanatory powers.

**Table 6: Coefficient of Determination ( $R^2$ )**

Dependent Variable	$R^2$	Interpretation
AFC	0.442	Weak explanatory power
FRF	0.480	Weak explanatory power
SPF	0.521	Moderate explanatory power
WRF	0.494	Moderate explanatory power

Source: Field Survey, 2024

#### *Effect Size ( $f^2$ )*

The effect size ( $f^2$ ) was calculated to quantify the impact magnitude between constructs. Following Cohen's (1988) guidelines, weak effect is for  $f^2 = 0.02$ , moderate effect is for  $f^2 = 0.10$ , and strong effect is for  $f^2 = 0.35$ . This assessment enables evaluation of the practical significance of the relationships between constructs.

**Table 7: Effect Size ( $f^2$ )**

Relationship	$f^2$	Effect size
Affective commitment → Staff performance	0.000	Weak
Family-related factors → Staff performance	0.343	Moderate
Work-family conflict → Affective commitment	0.791	Strong
Work-family conflict → Family-related factors	0.924	Strong
Work-family conflict → Staff performance	0.002	Weak
Work-family conflict → Work-related factors	0.976	Strong
Work-related factors → Staff performance	0.012	Moderate

Source: Field Survey, 2024

Table 7 presents effect sizes ( $f^2$ ) for relationships between predictor and outcome variables. Effect size thresholds are strong:  $f^2 > 0.35$ , moderate:  $0.10 \leq f^2 \leq 0.35$ , and weak:  $0.02 \leq f^2 < 0.10$  (Wong, 2013). Key findings reveal WFC and affective commitment have weak effects on staff performance ( $f^2 = 0.002$ , 0.000); Work-related and family-related factors have moderate to strong effects on staff performance ( $f^2 = 0.012$ , 0.343); and WFC strongly influences affective commitment ( $f^2 = 0.791$ ), family-related factors ( $f^2 = 0.924$ ), and work-related factors ( $f^2 = 0.976$ ). These results highlight key

areas for improvement in Ghanaian universities, emphasizing the significant impact of work-family conflict, family-related factors, and work-related factors on staff performance.

### *Model Fit*

The model's fit was evaluated using SRMR, d\_ULS, and Chi-square values. The SRMR value (0.10) indicates a fair fit, within the acceptable range (0.08-0.10). SRMR guidelines: Excellent  $\leq 0.05$ , Good 0.05-0.08, Fair 0.08-0.10, Poor  $> 0.10$ . The saturated model's fair fit suggests reasonable representation of the data.

**Table 8: Model Fit**

Fit Measure	Saturated Model	Estimated Model
SRMR	0.10	0.112
d_ULS	5.003	6.18
d_G	2.271	2.358
Chi-Square	3172.124	3215.887
NFI	0.643	0.639

Source: Field Survey, 2024

### *Predictive Relevance ( $Q^2$ )*

The model's predictive relevance was evaluated using the blindfolding procedure, with  $Q^2$  values above zero signalling predictive capability.

**Table 9: Predictive Relevance ( $Q^2$ )**

Dependent Variable	$Q^2$	Interpretation
AFC	0.334	Medium predictive relevance
FRF	0.245	Small predictive relevance
SPF	0.247	Small predictive relevance
WRF	0.322	Medium predictive relevance

Source: Field Survey, 2024

Table 9 presents the predictive relevance ( $Q^2$ ) of the structural model for the variables.  $Q^2$  assesses predictive accuracy beyond explanatory power (Hair et al., 2019). Results show affective commitment:  $Q^2 = 0.33$  (medium predictive relevance); Work-related factors:  $Q^2 = 0.32$  (medium predictive relevance); Family-related factors:  $Q^2 = 0.24$  (small predictive relevance); and Staff performance:  $Q^2 = 0.24$  (small predictive relevance). All  $Q^2$  values exceed 0, indicating predictive accuracy. The model demonstrates small ( $Q^2 \leq 0.25$ ) to medium ( $Q^2 > 0.25$ ) predictive relevance for endogenous variables, meeting the requirement.

### *Mediation and Moderation Analyses*

This study examined work-family conflict's impact on staff performance, exploring mediating roles of work/family-related factors and affective commitment, and sex's moderating role, using bootstrapping for mediation and moderation analysis.

**Table 10: Mediation and Moderation Analyses**

Mediator/ Moderator	Path	Indirect Effect( $\beta$ )	T Stats	P Values
Affective commitment	WFC -> AFC -> SPF	0.000	0.002	0.998
Family-related factors	WFC -> FRF -> SPF	0.429	8.467	0.000
Work-related factors	WFC -> WRF -> SPF	0.083	2.011	0.044
Sex	WFC-Mod_Sex-SPF -> SPF	-0.162	3.46	0.001

Source: Field Survey, 2024

This study used Nitzl et al.'s (2016) procedure to test mediation effects in PLS-SEM. Results (Table 10) show family-related factors ( $\beta = 0.429$ ,  $p < 0.000$ ) and work-related factors ( $\beta = 0.083$ ,  $p < 0.044$ ) mediate the work-family conflict-staff performance relationship, supporting H2 and H3. Full mediation exists, as direct effects are nonsignificant. Sex negatively moderates the relationship ( $\beta = -0.162$ ,  $p < 0.001$ ), supporting H5. Findings indicate family-related and work-related factors significantly mediate the relationship between work-family conflict and staff performance, with sex playing a moderating role.

**Table 11: Summary of Results**

Direct relationships	Conclusion	
FRF -> SPF	Supported	
WFC -> AFC	Supported	
WFC -> FRF	Supported	
WFC -> WRF	Supported	
WRF -> SPF	Supported	
AFC -> SPF	Not supported	
WFC -> SPF	Not supported	
Mediation	Conclusion	Type of mediation
WFC -> FRF -> SPF	Supported	Full mediation
WFC -> WRF -> SPF	Supported	Full mediation
WFC -> AFC -> SPF	Not supported	
Moderation		
WFC-Mod_Sex-SPF -> SPF	Supported	

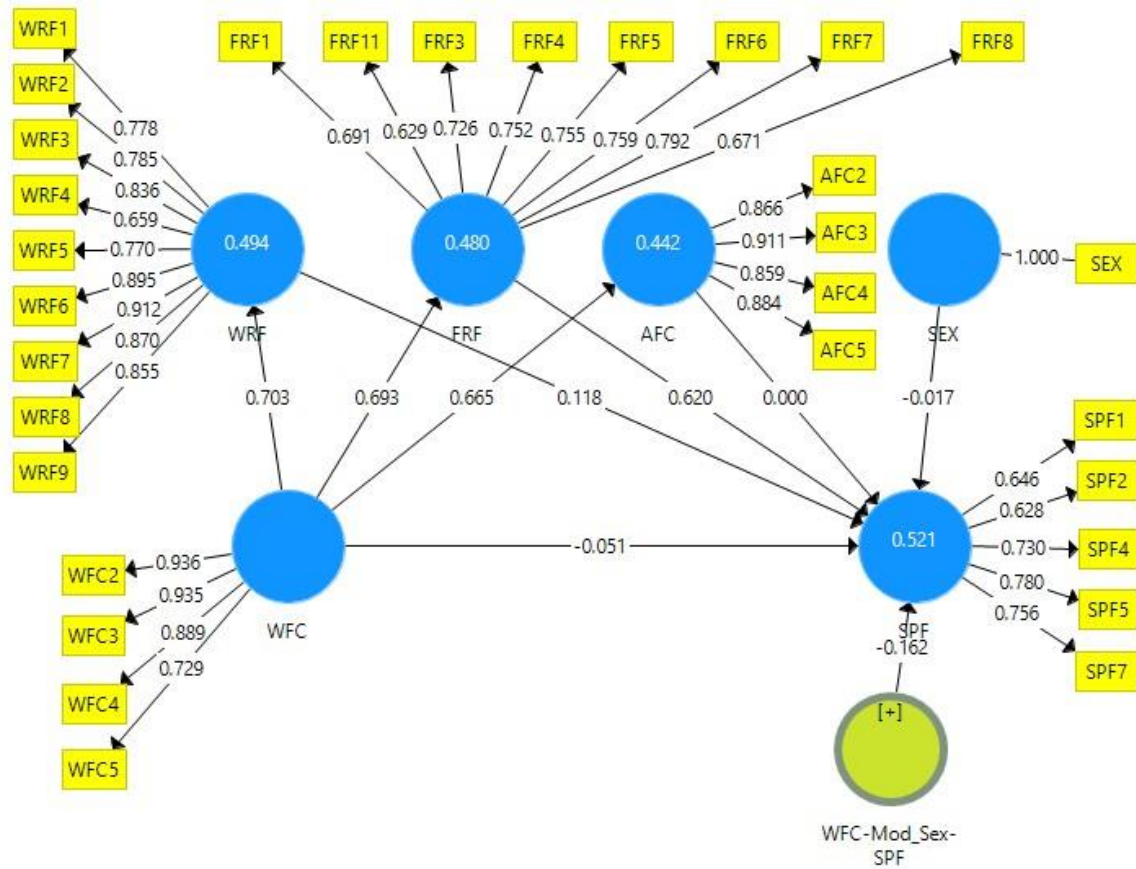


Figure 2: Structural Paths

### Discussions of results

This research examined the association between WFC and senior staff performance in universities. Contrary to previous research that revealed that WFC impacted employees' performance (Moreira et al., 2023; Şahin & Yozgat, 2021), no direct significant link was found between WFC and staff performance ( $\beta = -0.051$ ,  $p = 0.495$ ). This contrasts with studies showing WFC negatively impacts job satisfaction, productivity, and staff performance (Tien, 2024; Ribeiro et al., 2023; Moreira et al., 2023; Panda et al., 2022). The fact that there is no direct significant relationship between WFC and staff performance could be due to other endogenous variables of WFC being excluded from the model, which could have a direct influence on staff performance. However, mediation analysis revealed significant indirect effects through work-related and family-related factors. These findings highlight the complexity of the WFC-staff performance relationship, suggesting alternative pathways. The study contributes to ongoing discussions on WFC's influence on staff performance, emphasizing the need for a nuanced understanding. The results provide valuable insights for universities seeking to support staff well-being and performance.

Mediation analysis revealed work-related factors ( $\beta = 0.083$ ,  $p < 0.044$ ) and family-related factors ( $\beta = 0.429$ ,  $p < 0.000$ ) fully mediate the work-family conflict-staff performance relationship. These findings align with previous research (Carvalho et al., 2024; Ribeiro et al., 2023; Yu et al., 2023), highlighting work-related factors (e.g., time-based conflict, role overload, excessive workload) contributing to work-family conflict. Consistent with Alyaa et al. (2024) and Pluta &



Rudawska (2021), these factors lead to negative emotions, exhaustion, and tension. However, flexible work schedules (Moreira et al., 2023; Abendroth, 2022) can mitigate work-family conflict. This study provides valuable insights into the mediating roles of work-related and family-related factors, informing strategies to alleviate work-family conflict and enhance staff performance.

Analysis revealed the statistically significant moderating effect of sex (gender) on the work-family conflict-staff performance relationship ( $\beta = -0.162$ ,  $p < 0.001$ ). This negative coefficient indicates that sex (gender) strengthens the adverse effect of WFC on staff performance in universities. Given that male was termed as 1 and female was termed as 2, the coefficient ( $\beta = -0.162$ ) is closer to 1, which means that work-family conflict affects female senior staff performance of the universities than their male counterparts. This concurs with previous studies by Okolie and Uwayah (2024), and Kayaalp, Page, and Rospenda (2021) that have consistently shown that women experience higher levels of WFC in organisations, leading to decreased performance due to societal expectations and caregiving responsibilities. Hence, Park, Park, and Jo (2023) argued that women's performance is more vulnerable to WFC's negative effects, mostly in traditional female-dominated occupations.

## Conclusion

This study investigated work-family conflict on senior staff performance in Ghanaian universities, yielding critical insights. Key findings include no direct link between work-family conflict and staff performance, work-related and family-related factors fully mediate this relationship, sex moderates the work-family conflict-staff performance link, and affective commitment is not necessary for mediation. The integrated model reveals concurrent mediation through work-related and family-related factors, and significant contributions of these factors to staff performance. This research provides new perspectives on the complex interplay between work-family conflict, staff performance, and related factors, informing university strategies to enhance staff performance.

## *Implications for theory*

This study offers a comprehensive understanding of the work-family conflict-staff performance relationship, revealing indirect influences through work-related and family-related factors. Our findings support work-family conflict theory, emphasising the importance of balancing work and family responsibilities for optimal performance. Key insights include that work-related and family-related factors mediate the conflict-performance link, balancing responsibilities mitigates conflict, and effective work-life balance and stress management enhance performance. Our integrated model confirms the theory's relevance and provides a nuanced understanding of the complex dynamics. The study informs strategies to optimise employee performance and well-being, highlighting the need for effective work-life balance and stress management. These findings have practical implications for organisations supporting employees' personal and professional lives, promoting a healthier work-life balance.

## *Implications for practice*

To boost productivity and competitiveness, organisations must support employees in managing work-life conflict. Our study emphasises balancing work-related and family-related factors for optimal performance. Organisations should address work-related and family-related

factors, foster work-life balance, and reduce work-life conflict. By adopting a balanced approach, organisations can enhance employee well-being, boost productivity, and achieve organisational success. Our findings stress the importance of prioritizing work-life balance, recognising its significant impact on employee performance and organisational success. This balanced approach is crucial for organisations seeking to thrive.

### Limitations and future research directions

The current study has some limitations, regardless of its contributions to knowledge. First, the self-reported data using questionnaires presents the likelihood for similar source bias (Podsakoff et al., 2003). But our investigation discovered no issue of the same source bias. Yet, future studies can introduce time lags between the measured and controlled variables (Podsakoff et al., 2003). Since investigations were restricted to only one city, additional studies in other cities, different settings, and even in different countries relating to the same topic could be conducted. Besides, a similar study could be done longitudinally to evaluate the influence of work-life conflict on employee performance. Given this, results as well as those of prior studies suggest the need to further augment our appreciation of the effect of work-life conflict on employee performance. This study can potentially stimulate attention in this line of investigation.

### Data Availability

The data source and instrument are available on request.

### Conflicts of Interest

None

### Funding

None

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