

# Impact of Work-Family Conflict, Family to Work Conflict on Job Performance: Moderating Role of Emotional Intelligence

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## Abstract

The negative impact of work family conflicts on employee's performance and job-related outcomes has attracted much research attention recently. The purpose of this paper examines the effects of work family conflicts, family work conflict, and emotional intelligence on job performance. Main gap in the literature which reason could strongly buffer its negative impact on employees. Data were collected from 250 employees of the banking sector located in Beijing, China. Using the SPSS 22 and AMOSS 22 were deployed for data analyzed. The data has been statistically analyzed the multiple regression analysis. Results showed that significant negative relationship between work family conflict, family work conflict on job performance. Emotional intelligence moderates the relationship between work family conflict, family work conflict, and job performance. The potential value of emotional intelligence for the development and training in the banking sector of China. Practical implications for reducing the negative effects on work and family conflicts on employees and job performance. Our results show to support these hypotheses. These are some theoretical and practical implications and discuss future research directions.

**Keywords:** Work-Family Conflicts, Family-Work Conflicts, Emotional Intelligence, Job Performance

## 1. Introduction

Currently, a huge number of Chinese men and women are employed in the banking sector, making the traditional family design of complete time working fathers and complete time housewives fewer and changed by the dual income family kind [1]. Some of the workers indicate that they have to take up both obligations to family and work. Especially, working parents must play the duty of workers, parent, and spouse. Home and work conflicts are two important factors in our life [2]. Unfortunately, this modern life of work's phenomenon generates by coincidence conflict of roles and duties as working women. Basically, two types of conflicts one is work family conflicts (WFC) and second family work conflicts (FWC). First, work family conflict occurs when job stress hampers in the family responsibilities e.g., due to long working hours and burden of work. Second, family work conflicts (FWC) to occur when family duties variances with one's household task e.g., have a meeting with her children teacher's but her mother is busy at the business meeting [3].

Most of the researcher said that life is pretentious by variables associated with family (name and age of children and support of spouse) and meanwhile, home life is exaggerated by the necessities of work life [4]. Moreover, this is one of the most recent issues in both work and family conflicts in the modern life.

While problems such as negatively associated with the better-quality of workplace deeply affected family relations, such as divorce reduce the job performance [5]. Family work conflicts, also a type of inter-role conflicts, is same to work-family conflicts. It happens when role pressure from family and work domains are both clashes in some respect [6]. That connection between work and the family is posited to bidirectional work can disturb with family (Work-family conflicts, WFC), and family can disturb with work FWC.

Many researchers have indicated that conflict occurs as a result of demands of work and family can lead to a decrease in job satisfaction, job performance and life satisfaction. Our studies conducted on work-family and family-work conflicts as a moderating use of emotional intelligence and an outcomes variable is job performance [7].

Emotional intelligence is defined as the ability to recognize, and use emotions that drive moods, behavior, and feelings [8]. Emotional intelligence has a negative relationship between work-family conflict, family work conflict and positive relation with job performance. Work can upset of family life and (Work-family conflict) despite the fact that family can disturb work life (Family-work conflict). Mutually conflicts lead to an adverse

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result of work and family life. For instance, while the work and family conflicts to reduce satisfaction with marriage [9].

The previous research work and family were considered to each other, the growing empirical research has established that this was just a myth. At first look, connection between two important fields who believed to be hardly negative work and family conflict. Most of the employees face the challenges of combining work and family roles. Work-family is characterized as inter-role conflicts in which responsibilities from work and family domains are not perfect [10]. Past research indicates that work-family conflicts correlate to overall negative effects of job performance and negative temperament, such as emotional exhaustion [11].

Since its introduction by Salovey and Mayer in 1990, emotional intelligence (EI) has received considerable attention, especially in assessing to the degree to emotions may impact numerous job-related phenomena [12]. Most of the researchers suggest that EI can be learned and strengthened, while others claim it is an inborn feature. Emotional intelligence consists of four different dimensions. I.e., emotion perception, emotion understanding, emotion facilitation, and emotion regulation [13]. On the basis of current studies results emotional intelligence was significantly connected to job performance. Some researchers have examined emotional intelligence has the significant connection with job performance. Over the last two decades, three Meta-analyses over 1000 studies has the investigated the impact of EI and job performance [14, 15].

This study is conducted in Chinese banking sector because the banking sector is characterized by long working hours and more involvement in dealing with customers. overtime work in banks may effect employees work and family life that make a significant harmful impact on employee performance. Many researchers have explored the relationship between WFC, FWC and job performance but very few studies have been conducted to explore moderating effect of emotional intelligence and its impact on job performance. Therefore, the purpose of this study is to examine the influence of work family conflict and family work conflict on employee job performance. Determine the moderating role of emotional intelligence between work family conflict, family work conflict, and job performance.

This research has two distinctive contributions Firstly, this study will create awareness in managers about the WFC and FWC and how these conflicts make an impact on employee's job performance. Secondly, findings of this study provide guidelines to human resource practitioners to understand moderating impact of emotional intelligence in order to reduce the effect of WFC, FWC and conduct employee training session for giving awareness handling of conflicts.

### 1.1. Literature review and Hypothesis development

**Work family conflicts:** Work-family conflict (WFC) is a kind of inter-role conflict in which role pressures from the work and family domains are mutually incompatible in some respect [16]. Currently, there has been an increasing importance of

the conflict between work and family, our study focuses on the conflict experienced by an employee between their roles in the work and family. There are different variables that are responsible for work family conflict like long working hours, high work expectations and inflexible working conditions that make difficult for an employee to perform duties at work place and responsibilities at home.

Due to this reason, employees are unable to fully concentrate on work and also face some mental and physical problems [17, 18]. examined the work-family conflict of female teachers in Ghana and related to it career development. Results of the study demonstrated that conflict in family life have a negative impact on career development of female teachers [19]. It has been widely reported that work-family conflict has a negative effect on both work and family environment, and impact on the well-being of society as whole. For example, in a study of 215 double-income families in Finland, Hong reported that work-family conflict was one of the major stressors on couple's marital satisfaction [20].

**Family work conflicts:** Work can interfere with family and family can interfere with work. Sometimes when things are not going smoothly at home then it will affect employee work and he/she will not able to perform things efficiently. Demands of the family have been reduced employee energy that he/she has needed to perform at work [21]. Two different career obligations create obscurity for an employee to retain stability work and family responsibilities like fulfilling job duties and dedication towards the family. Therefore, past studies showed a negative relationship between organizational commitments, job satisfaction and job performance [22, 23].

There are few important predictors that constituted family work conflicts for example lack of spouse/ husband support, lack of supervisor support and marital strain. Consequences of family work conflicts are very harmful to the organization. Because when an employee feels that work duties are responsible for creating troubles in their lives, this can cause to increase turnover, absenteeism and lose of focus which may result in increased errors and costly aberrations [24].

We argue that impairs job performance because it keeps completely focused on the task. While, our research FWC impact on job performance. We are aware the focus on among every person-level. We discuss the important contributions of literature. We add to investigations the FWC relation. In spite the fact that past investigations [25]. Concentration on chronic work states tended to this relationship from a static between person point of view. We try past research by bringing a dynamic within-person record to inspect short-term connections. Despite with-in person and between-persons investigations frequently all the prompt compatible results, these approaches relate to the different research question.

**Job performance:** Job performance is defined as the level of productivity of individual workers, relative to his/her peers, on some job-related behaviors and outcome [26]. Generally, job performance is related to employee carried out their job well

or not. If performance is good, it means they feel satisfied and completed work on time. In contrast, the poor performance of employees usually dissatisfied with their job, which leads to an increase turnover intension [27].

Employee job performance is determined by his/her ability and efforts, they put in fulfillment of the task. Because efforts are input that employee put in work and performance is the outcome of his/her work. Employees who perform well contribute to organizational as well as his/her success [28].

Influence of WFC and FWC on job performance: There are two variables (work life conflict and work overload) related to work giving significant effects on employee’s performance. Those variables work life conflicts and job overload also related to long working hours that request to organization hard to fast work, and many others things, it will drive conditions such as dissatisfaction, distress, tardiness, and counterproductive behavior [29, 30].

Most of the researcher suggested that WFC and job performance are significantly negatively correlated. Some of the notions depict, work family conflict and job performance connected to work giving important impact on employees’ performance. Empirical research reveals that work-family conflicts have an adverse effect on performance [31, 32].

Anecdotal evidence by the family and work institutes as well indicates that workers who cannot balance their work difficulty with home and family responsibilities experience negative spillover resulting in decreased job performance [33]. Researchers have indicated that work and family conflicts decrease employee’s work-related performance. Therefore, our

proposed hypothesis is

**H1: Work-family conflict has negatively affected on job performance.**

**H2: Family work conflict has negatively effect on job performance.**

**1.2. Moderating effect of Emotional Intelligence: Emotional intelligence, ability to regulate emotions to encourage emotional and intellectual development, ability to understand feelings and emotional knowledge, ability to access and produce feelings when they encourage thought; the ability to perceive accurately, appraise, and express emotions [34].**

Modern research examining effects of WFC and job performance and furthermore explores moderating role of emotional intelligence in the relationship between WFC and job performance [35].

The present study has found that high EI improves outcomes on various measures relevant to the realms of work and career building including job success, political skill, conflict resolution, transformational leadership, job performance and job satisfaction. Emotional intelligence will have a more positive impact on job performance for employees with low EI than for employees with performance high EI. Therefore, employees with high EI should already be adept at appraising and regulating the emotions that contribute to job performance. Therefore, our proposed hypothesis is

**H3: Emotional intelligence moderates the relationship between work-family conflict, family work conflict and job performance such that the relationship is weaker for employees who have higher (vs. low) emotional intelligence.**

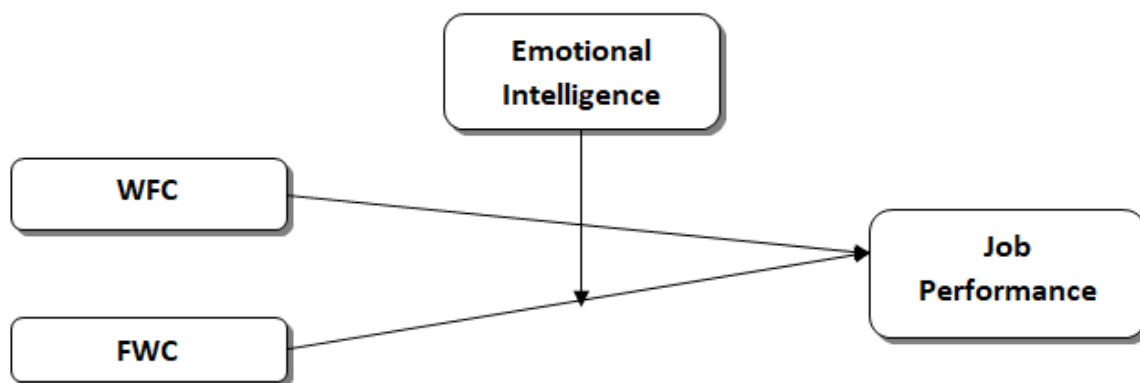


Figure 1: Research model

## 2. Research Methodology

### 2.1. Sample and procedure

Banking sector plays important role in Chinese financial sector and possibly has the strongest connection with economic growth. Banking sector of China revenue grew at 21% annual rate and net income has grown 30% per annum [36]. The banking sector has been considered is one of the most intense sectors in china. Due to fast growth and global competition have resulted

in intense and long working hours make considerable inference in family lives of employees. Because of this reason employee performance and contribution towards organization is going down.

This study was conducted to determine employee’s work-family conflicts, family work conflicts on job performance and moderating role of emotional intelligence. The main population

of this study was employees of the banking sector of China, Beijing. We used a convenient sampling method to collect data from banks.

Data were collected through questionnaire from China. The questionnaire consisted of two parts. In the first part, there were questions to determine demographic and categorical characteristics of the individual. In the second part, level of employee’s work-family conflict, family work conflicts emotional intelligence and job performance were included. Data were collected during the time period from April 2023 to June 2023. Three hundred questionnaire were distributed, fifty were discarded, and a total of two hundred and fifty was retained, yielding a good response rate of 83 percent. All measures were translated from English to Chinese and then back-translated into English to ensure equivalency of meaning [37]. Managers informed about the purpose of research and that their participation was voluntary. Managers were allowed two weeks to fill out the survey and return them to investigators.

### 2.2. Measurements

All variables of the study measure through standard instrument developed and validated previously likert scale anchored with 1=strongly disagree and 5= strongly agree was used to accumulate responses. Work family conflict was assessed to measure with seven items from inventory [38]. The inventory

consists of three items measuring work interfering with family (my job keeps me from spending time with my family members) and another four items measuring family interfering with work (e.g., my family demands make it hard for me to do my job well). All participants were given their response on 16 items scale of emotional intelligence and scale was developed by Wang and Law [39]. We determined four dimensions of emotional intelligence developed by We measured job performance using five item scale developed by Williams L., I, & Anderson S.E [40].

### 2.3. Analytical Strategy

Descriptive analysis (Mean, standard deviation) was used to identify important attributes of sample data. Reliability test comprised of Cronbach's alpha coefficient was utilized to ensure internal consistency of scales. CFA and EFA analyses through AMOSS (22) were performed to demonstrate the relationship between variables. Furthermore, the sample characteristics correlation analysis to determine the relationship between the variables were conducted using SPSS (22). For test the moderation effect of emotional intelligence, we applied three steps technique of Barron and Kenny [41]. The first step is WFC FWC the direct effect of job performance. The second step is WFC, FWC correlated with emotional intelligence. The third step is interaction term of WFC and EI and an interaction term of FWC and EI.

## 3. Results

Characteristic	Frequency	%
<b>Gender</b>		
Male	80	32
Female	170	68
<b>Age</b>		
20-29	80	32
30-39	90	36
40-49	50	20
Above 50	30	12
<b>Marital Status</b>		
Married	190	76
Un-Married	60	24
<b>Education</b>		
Bachelor	50	20
Master	170	68
PhD	30	12
<b>Year of services</b>		
1-5 year	50	20
6-10year	130	52
10-15 year	40	16
More than 15 Years	30	12

**Table1: Characteristics of Respondents No=250**

Table 1 Show the result of demographic information of respondents. Most of the respondents are female 68% and most of the respondents' age below than 40 years (36%). Furthermore, 190 (76%) are married and 60 (24%) are unmarried. 68% respondents are having the degree of master. Finding showed that 20% respondents at least 5-year service, 52% have 6-10 year of service and 16% have 10-15 years' service, while 12% have more than 15-year service.

### 3.1. Common source variance

All data except from job performance were collected from same respondent's test was conducted on all item are involved (WFC, FWC, EI & job performance) to probe common source variance. our result from principal components analysis that three factors explained 28.9%varinace. According to Harman if

latent variable explained more than 50% of the variance then create common source variance may be obtainable [42].

### 3.2. EFA & CFA

Confirmatory factor analysis (CFA) is a special from of factor analysis. Commonly, we used in the social research. CFA is basically hypotheses testing. The hypotheses deal with a latent pattern of a factor behind your observed variables. The aim of exploratory factor analysis is become well acquainted with your data. Criteria for items deletion were based on the possible conditions. (1) Correction of an item less than .40 (2) High fractious loading on two factors (3) Skewed estimation of the magnitude of the item for capturing sphere represented by constructs [43].

Construct	Items	Factor loading	Cronbach's Alpha	Composite Reliability	AVE
Work family conflict	WFC1	0.761	0.893	0.875	0.587
	WFC2	0.732			
	WFC3	0.843			
	WFC4	0.984			
Family work conflict	FWC1	0.843	0.876	0.893	0.513
	FWC2	0.746			
	FWC3	0.974			
Job performance	JP1	0.713	0.749	0.965	0.598
	JP2	0.892			
	JP3	0.929			
	JP4	0.867			
	JP5	0.759			
Emotional Intelligence	EI1	0.749	0.724	0.871	0.591
	EI2	0.729			
	EI3	0.942			
	EI4	0.823			
	EI5	0.926			
	EI6	0.841			
	EI7	0.937			
	EI8	0.819			
	EI9	0.757			
	EI10	0.736			
	EI11	0.816			
	EI12	0.752			
	EI13	0.829			
	EI14	0.978			
EI16	0.831				

Table 2: Test of Validity and Reliability

### 3.3. Reliability and Validity

Table2 Show the measurement analysis results, which added factor loading, Cronbach's alpha ( $\alpha$ ), composite reliability (CR),

and average variance extracted (AVE). All Cronbach's alpha values range from 0.724 to 0.893 and composite reliability range from 0.875 to 0.965. Cronbach's alpha must be higher than .7

and composite reliability must be greater than 0.8. All values of Cronbach's alpha and composite reliability presented by table2. For estimating convergent validity, average variance extracted (AVE) range from 0.513 to 0.598 must be exceeded .5 and result of AVE provided significant evidence of validity. We used the discriminate validity to assess by Fornell and Larcker [44].

We compared the linked between the correlations among construct and the square root of AVE score to evaluate all items ' discriminate validity. The result shows that that square root of AVE Scores for all items was larger than the correlation between the constructs, should be confirmed discriminate validity Fornell and Larcker [44].

Constructs	Mean	S.D	1	2	3	4
WFC	6.32	0.73	0.879	0.523	-0.452	-0.478
FWC	5.73	0.82		0.792	-0.492	-0.465
JP	5.52	0.79			0.852	0.594
EI	4.32	0.69				0.783

p<0.01, diagonal value one square root of AVE that must be higher than inter constructs correlations for estimating discriminate validity.

**Table 3: Mean, Standard deviation, Discriminate validity & Correlations**

Pearson correlation was conducted to find among variables. Results showed that our first hypotheses that WFC would be negatively related to job performance (-0.452, p<0.01) and EI (-0.478, p<0.01). Second hypotheses FWC significantly

negatively related to job performance (-0.492, p<0.01) and EI (-0.465, p<0.01). Our both hypotheses proved significant negative relationship between WFC and job performance.

Constructs	$\beta$	t-value	F	R2	Adjusted R2	$\Delta R2$
WFC	-0.453	4.165	18.876	0.134	0.132	0.134
EI	-0.243	-1.623	76.543	0.145	0.142	0.011
WFC $\times$ EI	-0.112	-0.152	87.415	0.167	0.125	0.022

Note: F values are for overall model. WFC=work family conflict, EI= emotional intelligence, Dependent variable=Job performance p<0.001, p<0.05, p< 0.01

**Table: 4(a) Hierarchal Multiple Regression for Moderating Effect relations**

Hierarchical regression analysis was performed to test moderating effect of emotional intelligence. Constructs entered in the model: Work family conflicts, emotional intelligence, and work family conflicts  $\times$  emotional intelligence. The main effect of work family conflicts ( $\beta$ =-0.453) remained significant in the first and second step. The main effect of emotional intelligence was not

found; the significant interaction between work family conflicts and emotional intelligence ( $\beta$ =-0.112) on job performance were found. Emotional intelligence moderates the relation between work family conflicts and job performance. Hypotheses3 was supported (see table4a).

Constructs	$\beta$	t-value	F	R2	Adjusted R2	$\Delta R2$
FWC	-0.489	4.178	19.789	0.129	0.165	0.129
EI	-0.365	-1.521	72.912	0.149	0.198	0.02
FWC $\times$ EI	-0.354	-0.129	55.671	0.165	0.176	0.016

Note: F values are for overall model. FWC= family work conflict, EI= emotional intelligence, Dependent variable=Job performance p<0.001, p<0.05, p< 0.01

**Table:4(b) Hierarchical Multiple Regression for Moderating Effect**

#### 4. Discussion

Past study has focused on the associated between WFC, FWC and its outcome variables [45]. Moreover; emotional intelligence on the negative effect on WFC, FWC has remained mainly unexplored. Our research fills this gap, through examination of EI as a potential moderator between WFC, FWC and job performance. Results of this study proved that

work family conflict had a significant negative relationship on job performance ( $\beta$ =-0.453) and similar results showed that family work conflict had a negative impact on job performance ( $\beta$ =-0.489). We showed that relationship between WFC, FWC and job performance is potentially moderate by emotional intelligence (WFC  $\beta$ =-0.112 & FWC  $\beta$ =-0.354).

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There are several implications of this study. First, in banking profession it is necessary for associations to pay more attention to the employees that are facing WFC and who have children and family's issues. It is similar to the western cultures; Chinese employees are suffering from decreased job performance because they have many works and family issues. Furthermore, demonstrating that EI moderates the connection between WFC, FWC and job performance. The study used a Chinese sample with participants working in the banking department. Chinese banks should provide facilities to their employees, such as flexible working schedules, playgroup/child care facilities for women with early age children and supporting working environment.

This study showed that potential valued by EI for the development and training of employees in the banking sector will improve employees work family life status. EI can assist organizations to help employees through critical support, mentoring and training and other policy to decrease the adverse impact on work family issues.

#### 4.1. Limitations & Future Directions

Our study has some limitations. First, this study is cross-sectional research and the dual impact of WFC FWC and emotional intelligence on job performance caused by the lack of time. This study is suitable for longitudinal research. It can include for future research to provide more significant results.

Second, our study was conducted from the banking sector in China. Consequently, findings of this study may be different to other sectors like educational sectors, health, and hotels. Third, we used questionnaires for data collection so may be unable to get satisfactory responses. Future researchers may use other qualitative techniques (i.e., in-depth interviews) to get a quality response. Fourth, our study does not comprise antecedents of work life and family work conflicts. It is recommended that future research must include antecedents like job stress, work overload, long working hours, role conflict and neuroticism with mediating effect of family friendly policies.

Finally, as we largely explored the associated between WFC, FWC and EI and job performance on an individual level, the factors of the organizational level were not added to this discussion e.g. HR policy. It is recommended that future research properly includes a few variables at the organizational level variables.

#### 5. Conclusion

This study provides the investigation of the relationship between WFC, FWC and job performance. Additionally, this research shows that the emotional intelligence is useful for employees to buffer the adverse effect of WFC, FWC and job performance. Furthermore, they often know work-family conflict due to great job demands and the incompatibility between the work and family role. While work family conflict may have harmful consequences for employees and their organizations, it is necessary for researchers and organizational leaders to understand the nature work family conflict and its influence on employees and their organizations, in different occupations

and cultures. The current study contributes in this direction by investigating the relationship between WFC FWC and job performance among banking sector in China.

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