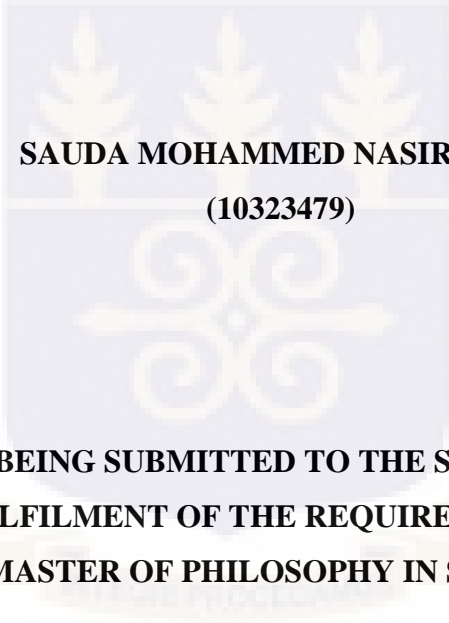


**UNIVERSITY OF GHANA
COLLEGE OF HUMANITIES**

**WORK-FAMILY CONFLICT AND PSYCHOLOGICAL STRAIN: A STUDY IN
THE GHANA ARMED FORCES**



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DECLARATION

CANDIDATES DECLARATION

I, hereby declare that this dissertation is my own original research. With the exception of quotation and references contained in published works, which have all been identified and acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole for another degree elsewhere.

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ABSTRACT

The present study examines experiences of work-family conflict and its impact on psychological strain among military personnel in Ghana. The study adopted a concurrent mixed-method approach involving two phases, a qualitative phase and a quantitative phase. In the qualitative phase, 17 military personnel were interviewed using face-to-face semi-structured interviewing. The quantitative phase involved a cross-sectional survey with 200 military personnel. Thematic analysis of the qualitative data indicated that military personnel experience difficulty in managing their work and family roles resulting from heavy workloads, high time demands, and deployment to peace keeping missions. Military personnel employed strategies such as time management, relaxation and delegation, and also relied on support from sources such as supervisors, co-workers and family members in handling multiple demands from work and family domains. The results from the quantitative study indicated that work-family conflict was associated with high levels of psychological strain. However, social support did not moderate the relationship between work-family conflict and psychological strain. The findings suggest the need to pay attention to the work and family needs of military personnel in Ghana.

DEDICATION

This work is dedicated to my late lovely mother, Mrs. Nasiru Amina, Rauf Nasiru, and my daughter for their contribution and support during this study

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CHAPTER ONE

INTRODUCTION

1.0 Background to the study

Work-family conflict has become a key phenomenon for scholars, policymakers and individuals due to organizational demands, advancement in technology and competition in the global market. For instance, changes in the global market structure due to economic pressures (Brough, O'Driscoll, & Kalliath, 2005) and promotion of female education have made the labour market very competitive, contributing to the rising number of females in the labour force (Abdulqader, 2005). This trend has changed the traditional family structure from being single income family to a dual-earner family (Jamaludin, Ibrahim, & Mohd Dagang, 2018).

Additionally, the advancement in technology which was supposed to ease the burden or workload of prospective individuals, has rather placed higher expectations on employees by organizations on work output, quality and quantity of work as well as speed of work (Brady, 2002). This has increased the work pressure on employees by bringing about situations where many individuals have difficulty in balancing responsibilities in the work and family roles.

Work-family conflict has been defined by Greenhaus and Beutell (1985, p. 77) "as a form of interrole conflict in which responsibilities from work and family domains are not compatible in some aspect. Hence, participation in one role or domain may make it difficult by virtue of participation in other roles and vice versa". Thus, performing multiple roles may result in stressful outcomes such as conflict, ambiguity of roles and role overload which may cause strain (Kahn, Wolfe, Quinn, Snoek, & Rosenthal 1964). According to Greenhaus and Beutell (1985), work-family conflict may occur in three forms. These include strain-based conflict, behaviour-based conflict and time-based conflict. Time-based conflict happens whenever time demands in

one role make it difficult to meet the demands in another role. Strain-based conflict occurs when strains associated with performance in one role makes it difficult to meet demands in another role. Behaviour-based conflict occurs when behaviours that are expected in a particular role conflict with outcomes in another role. Although work-family conflict was previously conceptualized as unidirectional, current research recognizes the construct as bidirectional. Specifically, work-family scholars have distinguished between work-to-family conflict and family-to-work conflict (Frone, Russell, & Cooper, 1992; Frone, Yardley, & Markel, 1997). Work-to-family conflict (WFC) happens when time demands, strains and behavioral expectations associated with the family role makes it difficult to fulfill demands in the work domain. Meanwhile, Netemeyer, Boles, and McMurian (1996) defined family-to-work conflict “as a form of inter-role conflict in which the general demands of, time devoted, and strain created by the family interfere with performing work-related responsibilities” (pp.401).

Various aspects of an individual’s life are affected when there are numerous demands from both work and family simultaneously. High demands from work may raise the level of stress of individuals in nonworking activities (Howard, Donofrio, & Boles, 2012); likewise, the increase in family demands on employees is likely to reduce the amount of resource in attending to non-work demands. The reaction to these numerous demands from work and home may affect an individual’s general wellbeing and cause many depression, health problems, reduced life satisfaction, issue of mental health, abuse of alcohol or substance and psychosomatic problems (Eby, Allen & Brinley, 2005; Kossek, 2011). This may also impede work performance, increase job stress, absenteeism, and turnover intension (Eby, et al., 2005), as well as decrease employee morale, job satisfaction, and organizational commitment (Allen, 2000; Eby et al., 2005; Howard et al., 2012). Likewise, the family may also be affected such that this may decrease marital

satisfaction and family satisfaction, as well as undermine family functioning (Lambert, Qureshi, & Frank, 2016).

Empirical evidence suggests that the impact of work-family conflict can be mitigated through implementation of support family friendly policies, flexibility of work schedule, provision of leave for employees to attend to family needs, and work autonomy (Milliken, Martins, & Morgan 1998; Perry-Smith & Blum, 2000). According to Allen (2000), employees with access to family-friendly policies from the organization experience less conflict. In a meta-analysis reviewing the relationship between workplace social support and work-family conflict, Kossek, Pitchler, Bodner, and Hamner (2011) found that a significant negative association between organizational support and work-family conflict. Also, the work of Brough, O'Driscoll, and Thomas (2005) revealed that individual access to organizational resources reduced the effect of work-family conflict and increased organizational outcomes.

1.1 Statement of the Problem

The military of every nation has the mandate of defending and protecting the country as well as safeguarding its territorial integrity. National peace and stability also depend on the actions and inactions of the military to a large extent. This is so important to the extent that the instance of any political, economic and social revolution does not occur in full scale without the active involvement of its armed forces (Barany, 2011). Additionally, the military assists other state agencies in terms of maintaining law and order and responding to disasters. However, work in the military is stressful and mentally demanding. While carrying out their mandate, personnel of the armed forces often face a number of work-related stressors that could significantly impact on their mental health and well-being (Hourani & Williams, 2006; Martins & Lopes, 2012). Personnel are subjected to extreme dangerous situations; thus, they are exposed to danger,

physical threat and violence. Unknown circumstances and organizational stressors such as inadequate management support, poor management style and poor communication are major challenges within the operational command of the military (Kop, Euwema, & Schaufeli, 1999). Factors such as unscheduled duties (Burrell, Adams, Durrand, & Castro, 2006), lack of job autonomy, management style (Wadsworth & Southwell, 2011), excessive deployment, transfers, the issue of war on terror and excessive work demands (Burrell, Adams, Durrand, & Castro, 2010) are sources of work-related stress within the military work environment. The multiple expectations placed on the military and its personnel may result in fatigue and stress among the personnel.

The stressful nature of the work in the military notwithstanding, personnel of the service have to necessarily relate with others in the sociocultural milieu they find themselves in. In this regard, the family as the first point of contact in the social structure cannot be overlooked. For instance, a technical report on spouses of Canadian military personnel by the Director General Military Personnel Research and Analysis (DGMPPRA) in 2009 revealed that work-related functions and outcomes in the military service usually compromise a healthy family life. These may include concerns with child care and well-being, maintaining a healthy marital relationship with minimal strain and other related family concerns. Therefore, balancing work and family responsibilities can become a problem for military personnel considering the nature of their occupation. For instance, military personnel are routinely involved in international peacekeeping missions, in which families are expected to adapt. Based on that, families have to be prepared to manage life without the presence of at least one spouse, potentially making it difficult for families to adjust to military life (Burnam, Meridith, Sherbourne, Vardez, & Vernez, 1992). Research suggests that the relationships of military families and personal mental well-being are

affected as a result of separation due to military service (Manon, 2014; Martins & Lopes, 2012; Saltzman et al., 2011).

In view of the generally stressful nature of the military occupation, military officers may find it difficult in combining both work and family obligations. However, little empirical research has been conducted on the experience of work-family conflict among military staff and how these experiences affect their psychological well-being particularly in Ghana. While work and family issues have been studied deeply in developed countries, such issues have just begun to gain popularity in developing countries like Ghana and other African countries.

Ghanaian family structure has undergone a significant transformation. Traditionally men used to be the breadwinners of the family whilst women are homeworkers (Annor & Burchell, 2017). This traditional trend has however changed in recent times. Majority of women are entering the labour market whilst continuing to maintain their traditional specified household obligation (Jackson, Tal, & Sullivan, 2003). Hence, the primary focus of the current study is to examine the relationship between work-family conflict and its psychological impact on military personnel in Ghana. Specifically, the study examines the experience of work-family conflict among military personnel, the effect of work-family conflict on psychological strain, coping strategies or mechanisms used to manage the significant impact of work and family demands, as well as gender differences in the experience of work-family conflict.

1.2 Objectives of the study

The main objective of the current study is to find out the occurrence of work-family conflict and its impact on psychological wellbeing among military personnel in Ghana. The specific objectives of the study include:

1. Explore the experiences of military personnel in managing work and family demands.
2. Investigate the impact of work-family conflict on psychological strain.
3. Examine military officers coping strategies for managing work-family demands.
4. Study the impact of social support in the experience of work and family conflict and strain.
5. Examine gender differences in psychological strain among military personnel.

1.3 Significance of the study

The military is a competitive job terrain through which an individual has to spend time fulfilling job demands as well as family obligations and responsibilities which will inevitably create work-family conflict due to productive work hour, on one hand, and total family commitment on the other. Research on work and family conflict has been studied so extensively over the past years globally (Netemeyer, Maxham, & Pullig, 2005) in Western countries such as Canada, United States of America and the United Kingdom. However, research conducted in these countries may not be generalizable to non-Western contexts due to differences in labour market dynamics, cultural values, national policies, and family structures (Annor, 2014). Moreover, work-family responsibilities may have several meanings and implications to an individual which might vary from society to society (Yang, 2005).

To date, however, only few researches on work-family conflict among security personnel in the African continent have been investigated. The above exclusion is essential in that, the study of WFC from various sociocultural backgrounds will help to originate concepts and frameworks that will inform what particularly applies to all societies and what applies only to one society at particular time (Bendix, 1963, p.532). Also, new ideas or policies will be revealed within one

society and maybe applicable to other societies (LaFree, 2007, p.16). Conducting this study in the military setting would also add to the existing empirical research on work-family conflict and psychological impact among personnel of the military and findings of specific work stressors and work-family conflict in a Sub-Saharan context. It will provide useful applications to a variety of target audiences, including information that might sensitize the armed forces authorities on the role of family-friendly workplace resources for personnel.

1.4 Structure of thesis

The study is made up of five chapters. Extensive review on related studies based on the antecedent and consequences of work-family conflict are discussed in chapter two. Chapter 3 lays out the methodology of the study. These include, the design of the study, population, sample size, sample technique, measures, instrumentation, data analysis and ethical consideration as well. Chapter 4 presents the results of the present study. And finally, chapter five discusses findings, theoretical and practical implication, limitations, recommendations and conclusions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Several scholars have extensively studied the relationship between work and nonwork domain. But since the concept of work and nonwork is broad in nature, present study is limited to work and family activities. This chapter discusses a comprehensive literature review relevant to the research including the theoretical framework, review of related studies addressing the variables under study: the construct work-family conflict, psychological strain, coping strategies, societal context of Ghana and the work context of armed forces personnel. Also, the chapter presents statement of hypotheses, and operational definition of key concepts.

2.2 Theoretical Framework

Scholars have proposed numerous theories to explain the predictors and the implications of work-family conflict. Examples are the role theory (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964) and the conservation of resource theory. The study draws on these two theories, role theory and the conservation of resources theory. These theories help to explain experiences of work-family conflict and its impact on the well-being among personnel of the Ghana Armed Forces.

2.2.1 Role Theory

The role theory proposed by Kahn et al. (1964) assumes that individual behaviours are influenced by the demands and expectations of others. These expectations may result in inter-role conflict since the amount of time and energy possessed by the individual is fixed. Therefore, combining numerous roles may result in personal conflict as it may become more difficult in performing these roles successfully due to conflicting demands on time, energy or other form of

commitment or behaviors that may be incompatible among the roles (Grandey & Cropanzano, 1999). Therefore, inter-role conflict indicates that the excessive demands of one role impede the performance of the other role by creating exertions that make the individual feel dissatisfied, anxious and exhausted (Edwards & Rothbard, 2000; Greenhaus & Beutell, 1985).

Gee (2007) postulates that the way of military professional life is becoming more difficult, in that many military couple are both engaged in different profession and may be unwilling to stop working. The demands of their job would be challenging and that would leave them with little time for family responsibilities, which may adversely affect job performance and psychological wellbeing of personnel. This reinforces the notion that personal resources of an individual are finite therefore additional responsibilities only create tension, a sense of overload, and inter-role conflict resulting from individuals' inability to meet the demands of multiple roles.

2.2.2 The Conservation of Resource Theory (COR)

According to the conservation of resource theory (COR), which is based on stress model, individuals strive to gain, retain and secure what they value (Hobfoll, 1989). Thus, the theory indicates that an individual seeks to conserve enough of their resources and the quality of that might limit any situation that might jeopardize these resources. Resources are referred to “as those objects, personal characteristics, conditions, or energies that are cherished by a person or that serve as a means for achievement” (Hobfoll, 1989, p.516). In other words, these resources are used to acquire other resources. Examples of these resources are employment, socioeconomic status, and self-esteem. Objects such as cars are cherished because of their physical nature; conditions like marital status and tenure are typical examples of work place and family resources that are most cherished and sought after. Energies include availability, finances and knowledge which allow one to seek for more resources. Loss or a threat to these resources may cause stress

(Grandey & Cropanzano, 1999). The COR assumes that individuals who involve themselves in multiple roles tend to experience less stress due to depletion of valued resources. Based on this notion, it is also apparent that an individual will end having less WFC in situations whereby he/she has enough resources.

The conservation of resource model, seeks to analyze both intra-and inter-role stress level. Thus, employees that experience work role conflict might believe their performance on the job may be unsuccessful. Hence, they are compelled to put in more effort in the role of work in that they secure their job status with much fear of losing it (Grandy & Cropanzano, 1999). The threat of resource loss may instigate such behaviours as quitting one's work role in attempt to protect and replace threatened resources. However, employing resources to cope can be stressful as more resources are used up which may lead to negative outcomes. Based on the notion of the COR theory once an employee realizes that they might be unable to control or cope with challenges that may arise from the work-family conflict, they attempt to secure the few resources by planning to quit the organization in order to secure the little resources (Grandey & Cropanzona, 1999).

2.3 Review of related studies

2.3.1 Antecedents of Work-Family Conflict

The main focus of this section is to briefly outline the antecedents of both work and family conflict. Michel, Kotreba, Mitchelson, Clark, and Baltes (2010) outlined a number of variables that could predict work-family conflict. These include role demands namely: role involvement, role overload and role ambiguity which are seen as the primary cause of work-family conflict.

Being an antecedent of WFC, role involvement “describes ego or psychological involvement and entails a preoccupation with that domain, making one unavailable to perform the demands or responsibilities of the other domain” (Aryee, Srinivas, & Tan, 2005, p.135). Thus, role involvement is the psychological attachment to a specific role making it difficult to participate in other roles. Role theory can best be used to explain role involvement because according to role theory, when an individual faces two or more competing roles the demands of one role may make it difficult for the individual to effectively participate in the other roles. Thus, when an employee is psychologically attached to a job for instance, and satisfaction within the family domain is lacking, the employee may compensate him/herself through much role involvement within the workplace realm. The increase in work commitment reduces the amount of time allocated to physical and psychological activities. Because attention and energy is directed towards work, it could end up in a situation known as greater cross-domain conflict (Michel, et al. 2010). Narayan and Savarimuthu (2015) examined the predictors of work-life balance among IT industries women employees in India. Based on 308 participants, they found that high levels of work involvement, work demands, and inadequate opportunities with regards to women career were some of the sources of work dissatisfaction causing an increase in WFC. The work of Byron (2005) showed a weak positive interaction between role involvement and work-family conflict.

Michel et al. (2010) further explained role demand is a major predictor of work-to-family conflict. These demands include role conflict, role ambiguity and role overload. Being a component under role demand, role conflict “refers to the difficulty faced by employees in dealing with two or more sets of pressures and conflicting roles occurring simultaneously” (Kahn et al.1964; Katz & Kahn, 1978). Role ambiguity “refers to the lack of necessary information

about duties, objectives, and responsibilities needed for a particular role or the lack of role clarity” (Beehr & Glazer, 2005; Michel et al., 2010). Also, role overload “refers to the perception of indulging in too many roles or tasks without adequate time to perform them” (Michel et al., 2010). The work of Hafiz (2015) demonstrated a significant positive interaction between high work-family conflict and role conflict. Additionally, Boyar, Maertz, Mosley, and Carr (2008) found that role ambiguity significantly positively related to work demands. Work overload has also been found as a significant source of work-family conflict (Aryee et al., 2005; Iies et al. 2007). More recently, Akoensi (2017) examined experiences of work-family conflict among prison officers in Ghana using a sample size of one thousand and sixty-two (1064) participants. Analysis of data revealed that work demands has a significant effect on officers’ non-work roles.

While role demands may increase the likelihood of work-family conflict, empirical evidence suggests that social support can reduce the experience of conflict that is likely to exist between work and family roles. Social support “refers to an instrumental aid, emotional concern, informational, and appraisal functions of others that serve to heighten one’s feelings of self-importance” (Michel et al., 2010, pp. 92). Social support can come from numerous sources. Within the work environment, employees are likely to receive support from colleagues, supervisors, and the organization as well. Within the family realm social support may originate from the spouse, family members or housemaids. Some scholars view social support as a predictor of WFC (Michel et al., 2010). O’Driscoll et al. (2003) argued that the experience of high level of conflict by employees can be mitigated through workplace support. The work of Lee and Hong (2008) showed a negative relationship between supervisor support and work-family conflict but co-work was not significantly related to work-family conflict.

Seiger and Wiese (2009) investigated how social support impacted on work-family conflict among working mothers in Switzerland. A total of one hundred and seven (107) working mothers were selected for the study. The study adopted a cross-sectional design, and the findings of the analysis revealed that social support correlate negatively with WFC. Similarly, the work of O'Driscoll, Brough, and Kalliath (2004) demonstrated a negative interaction between social support from colleagues with psychological strain and family satisfaction, but there was no interaction effect from family support.

Similarly, the work of Huffman, Culbertson, and Castro (2008) posits that a positive relationship exists between a family environment that is supportive and military personnel's decision to continue with their work. Additionally, Ahmad and Omar (2010) discovered that the perception that employees had of a supportive family work environment contributed to their affective commitment towards work demands. Casper, Harris, Taylor-Bianco, and Wayne (2011) have also revealed that support from supervisors predicted affective commitment at the organizational level.

2.3.2 Consequences of work-family conflict

Scholars have written extensively on several possible consequences of work-family conflict. Allen et al. (2000) in their review classified the consequences of WFC into three groups, namely work-related (e.g. an increased in turnover intention, a decreased in job performance), non-work-related (e.g. a decreased in family satisfaction) and stress-related (an increased in psychological strain). Similarly, Shaffer, Li, Bagger, and Noordin (2015) categorized the outcomes of WFC into work, family and personal domain. Within the work and family realm, the outcomes were grouped into behaviour, strain, withdrawal, and performance. In the personal domain, categories include behaviours, health, psychological symptoms, and life distress. The

present study investigated the effects of work and family related issues on psychological strain experienced by armed forces personnel.

2.3.3 Work and family related outcomes

Work-to-family conflict is a major source of problem from the realm of work, which affects the family and individual's life. For instance, in military organizations it is required that military personnel operate 24 hours in a day, which are also divided into shifts. Previous studies have associated shift work and rotation of duties to job stress and increased intention to quit (e.g., Demerouti et al., 2004; Franca, Silva, Lunardi, Honorio-Franca, & Ferrari, 2011).

Similarly, a high number of military personnel in US Air Force were found to become suicidal or have suicide ideation due to the weekly hours of worked (Langhinrichsen-Rohling, Snarr, Slep, Hayman, & Foran, 2011). Ozbag and Ceyhun (2014) examined the influence of work-family conflict on employee turnover intention among Turkey pilot marine personnel. Using hierarchical regression of analysis, the results showed that shift work scheduled and WFC have a significant impact on personnel intention to quit. The researchers suggested that employers should pay much attention to individual workers working at night, weekends as well as during holidays.

Likewise, devoting too much time to family responsibilities such as taking care of a sick family member, dealing with family issues or crises, family ambiguity, high level of spousal disagreement and hours spent on homework can pose a significant impact on job commitment or responsibilities such that the individual would be dissatisfied with family life for the inability to fulfil work commitments. This may lower family and job satisfaction and increase depression, distress and psychological burnout. Allen et al. (2000) found a significant negative relationship between family satisfaction and WFC. The study of Grandey and Cropanzano (1999) revealed

that family distress and family role stress significantly predicted work distress. Also, a meta-analysis conducted by Michel et al. (2010) demonstrated a significant positive relationship between family demands and family role conflict.

2.3.4 Psychological strain

Several studies investigated the relationship that exists between work-family conflict and psychological strain. According to Idris (2011), psychological strain is defined as “a particular form of emotional distress arising in response to a situation involving perceived threat to the well-being of an individual” (p.156). Jex (1998) also defined strain as “harmful and maladaptive reactions towards stressors”. Hence, strain is the psychological and physical reaction to environmental demands or variables such as stimuli, challenges or threats. This reaction is with regards to the inability of an individual to address environmental stressors or variables causing strain. Based on the notion of the COR, the amount of resources possessed by an individual is fixed. Hence, the inability to protect or maintain these resources or what they cherished cause strain (Nohe, Meier, Sonntag, & Michel, 2014). The experience of strain from the work environment can wear down employees, which may have harmful consequences (Schaufeli & Taris, 2014). Thus, various demands at work may be physical, social and psychological which may also require physical and psychological costs. Therefore, the unique nature of military occupation which requires long work hours, shift and frequent deployment and relocations may cause physical and psychological distress among personnel. Individual personnel are likely to experience strain based on these numerous demands from the organization.

Nohe, Meier, Sonntag, and Michel (2014) conducted a meta-analysis on the relationship between work-family conflict and strain involving 33 studies. The results of the analyses indicated that there was a positive interaction between work-family conflict, family-work

conflict and strain. de Jonge and Dormann (2004), investigated the influence job stressors and resources on work-related strain among health care employees. Based on 280 participants, the study revealed a significant high level of physical stressors with low physical resources which predicted emotional exhaustion. Therefore, combining both physical stressors and emotional resources increase emotional exhaustion as well as physical symptoms.

Kalliath, Hughes, and Newcombe (2012) examined the impact of work-family conflict on psychological strain among Australian social workers with 439 participants. The hierarchical multiple regression analysis indicated a significant negative interaction between WFC and psychological strain among the employees. Also, the work of Hammer, Jennifer, Neal, Sinclair, and Shafiro (2005) demonstrated a significant positive interaction between FWC and depression among dual-earner couples. Also, a study conducted by Lin, Ma, Wang, and Wang (2015) among Chinese employees indicated that job stressors predicted psychological strain and negatively correlated with performance at work. Therefore, higher level in job stress will dramatically increase the level of psychological strain.

Similarly, a review conducted by Ioannidi et al. (2016) among workers found a negative impact of WFC on health-related issues and quality of life. Also, there was a significant positive interaction between work-family conflict with general psychological strain, work and family related stress, physiological and mental health symptoms as well as sleep disorders. The work of Charkhabi, Sartori, and Ceschi (2016) also demonstrated that high level of WFC caused a significant increase in smoking, alcoholism, high blood pressure and excessive weight gains. Also, Charkhabi, Sartori, and Ceschi (2016) conducted a cross-sectional survey among Iranian nurses on the effect of both work and family conflict related to strain. A sample size of three hundred and eleven (311) participants were randomly selected. The structural equation modelling

revealed that WFC and FWC predicted mental health problems and physiological health symptoms among the nurses.

Some scholars have argued that work-family conflict is a source of stress (O'Driscoll, Brough, & Kalliath, 2006), which impact negatively on both physical and psychological health of the individual (Allen et al., 2000; Durand, Burrell, Stetz, & Castro, 2003). For instance, it has been found that stress suppresses immune system from functioning and it makes people more prone to illness (Segerstrom & Miller, 2004). Thus, the physical and psychological health and wellbeing of individuals who are exposed to constant stressors may deteriorate. A Study conducted by Tucker, Sinclair, and Thomas (2005), found a significant association between work-family conflict and lower level of wellbeing among US army. Hence, Durand et al. (2003) reported that physical and mental health among US soldiers was due to work-to-family conflict. Research also confirmed that, army officers stationed at US bases in Germany or Italy experience physical and psychological health related symptoms due to work-family conflict (Britt & Dawson, 2005).

Also, the exposure of personnel during deployment lead to negative consequences such as reductions in emotional wellbeing, decreased in job performance, increased in post-traumatic stress disorder and suicidal ideation (Harms, Krasikova, Vanhove, Mitchel, Herian and Lester, 2013). Britt, Dickson, Castro, and Adler (2007) examined the outcomes of distress under a stressful condition among US military personnel using a longitudinal approach and sample of (1,685) participants. They found that personnel on deployment mission experienced depression due to the exposure of traumatic events and the experience of deployment stressors.

Similarly, other variables such as emotional exhaustion lower level of job performance, absenteeism and turnover intention are also basically the outcomes of work-family conflict.

Qaiser, Husain, and Gulzar (2015) found that work-family conflict has a positive influence on emotional exhaustion which also has a negative impact on performance. That is the fatigue in an individual's emotions. A person experiencing emotional exhaustion will eventually feel tired psychologically and this will decrease his/her level of concentration at work. Therefore, caused poor performance of the individual. Many employees work is evaluated based on their performance at work. If an employee is facing problems at work as a result of home responsibilities, it will eventually have a negative impact on the wellbeing of the individual and the organization as well thereby decreasing the employee level of job performance.

Rabio, Osca, Recio, Urien, and Peiro (2015) conducted a cross-sectional survey among Spanish military personnel. A sample size of two hundred and forty-two (242) participants were selected for the study. Using structural equation modelling of analysis, the results showed that soldiers who experience high level of job stress showed higher emotional exhaustion. Their findings were consistent with a study conducted by (Rabio et al., 2015) on "the relationship between WFC and burnout". Lizano and Barak (2012) investigated the effect of job demands and resource as predictors of burnout among workers of public child welfare. The analysis of the results revealed that organizational tenure, job stress and WFC were significantly predictors of emotional exhaustion.

2.3.5 Coping with work-family conflict

Work and family interference researchers have also investigated the strategies individual employee use to manage or cope with work and nonwork demands. Many focused on the individual level of strategies for analysis. The common tactics for coping include segmentation, where individuals actively separate the two realms through deliberate suppression of thoughts, feelings, and behaviours associated with the out-of-role domain; compensation, where

individuals become deeply involved in one realm in order to compensate for dissatisfaction in the other; and accommodation, where individuals put a restriction on their psychological and/or behavioral engagements in one sphere in order to meet the requirements of the other (Edwards & Rothbard, 2000). Some studies focus on the individual management work they engage in one creating a principle and practices to maintain and also cross borders between the two domains (Ashforth, Kreiner, & Fugate, 2000). Moen and her colleagues have identified several joint negotiations and jointly implemented work-family interference strategies at the couple level of analysis.

However, a traditional strategy where only one partner has a paid employment and the other spouse assumes the role of staying-at-home taking care of domestic house chores. Other couples also adopt a one-job or having a career strategy, where as they make the other partner engage in a job that is less demanding so that the other vigorously works more to build their career. Some couples may take a housemaid to assist in taking care of their children, housework, meal preparation, etc., while they invest in building their career. Some partners also postpone childbirth until both partners are well established in terms of their career (Moen & Yu, 2000). This typical strategy scales back within the work domain; thus, lowering expectations for long-term career advancement and limiting the number of working hours, work hours eating into home domain. Some of the strategies are such that promotions are turned down, relocation and travelling opportunities etc. scales back within the non-work domain (Moen & Yu, 2000). This implies that housework has low level of expectations and this limit the number of children and/or reducing time spent on social event, leisure, and community pursuits.

2.4 The societal context of Ghana

Ghana is made up of multicultural ethnic groups that have various clans (Akoensi, 2017). The traditional society of Ghana is collectivistic in which the families are headed by male with several wives and children (Akoensi, 2017). In a traditional Ghanaian family, women within the family shared the house chores and childcare responsibilities. This was made possible by the fact that the extended family lived together (Suda, 2002). Role theory is however very important in the African traditional setting and Ghana in particular because society, tradition and religion actually made women to play the critical but challenging role of being a homemaker. Society is actually expectant of the woman in every relationship to be the one catering for the kids and managing all house-hold affairs. These expectations of women as homemakers nonetheless are still pertinent in modern day Ghana despite the fact that most women now work full time and play the role of a breadwinner or supporting breadwinner.

Ghanaian traditional society also cherished children because of their highly economic, societal, psychological and spiritual usefulness. Children assume the continuation of their family lineage as well as the source of social security in old age for parents (Akoensi, 2017). However, caring for the elderly is the responsibility of the children especially the older children, thus in terms of feeding, healthcare, companionship and funeral arrangement. Therefore, lack of family-friendly policies within the public and private sector, make it difficult for individual employees to balance work and nonwork responsibilities (Aryee, 2005).

Parasuraman and Simmers (2001) are of the view that, though career opportunities for women have increased, the traditional role of being a homemaker remains the same and domestic commitments continue to remain solely the domain of women. As noted by Hochschild (1989), working women basically have two sets of full-time jobs, thus, one at the workplace and the

other at home, which she called "Second Shift". As noted in Kramer (2016), when a woman finishes her duties at work, she continues her second job at home, where she performs extra responsibilities as a spouse, mother, and dealing with family tasks. Leading to role overload stemming from limited time resources for the woman. Thus, unlike men who face natural role requirements, women are often faced with several-and conflicting-role tasks.

However, the patterns of family-related assistance within the traditional settings are weakening due to modernization, less observation of traditional values and norms (Akoensi, 2017; Nukunya, 2003), but cultural responsibilities and expectations still remain static. Care for the extended family members as culturally required responsibilities which may be a burden for personnel due to the unavailability of home care and lack of welfare provisions (Akoensi, 2017; Oheneba-Sakyi & Takyi, 2006). Therefore, an officer does not need to get married in order to experience work and family conflict since the extended family take most of their time, attention as well as their energy.

2.5 The work context of the Ghana Armed Forces

The Ghana Army (G.A) is the main branch of the Ghanaian Armed Forces (G.A.F) that is involved in ground warfare battles in the military. Two years after Ghana gained independence, the country was withdrawn from the Royal West African Frontier Force (R.W.A.F.F) through which the basis for new Ghanaian Army was found. The Ghana Air Force, the Ghana Navy together with the Ghana Army formed the Ghana Armed Forces (GAF), which is controlled by the Ministry of Defence. The Ghana Armed Forces consists of southern command, northern command, eastern corridor and the western command with the headquarters in the Greater Accra region. Within Burma Camp where the research took place, they are several other detachments namely 1st Field Workshop, Personnel Assistance (PA), Defence Intelligence (DI) and Armed

Forces Headquarters (AFHQ) etc. All these detachments have several personnel and civilian employees.

The army is a male-dominated profession, though the intake of women has increased tremendously over the years (Affram, 2011). Hence, the population of females still constituted the least within the higher ranks in the army (Blondin, 2016). In terms of work attitude, there are no consideration or segregation when it comes to gender. Based on the nature of the work of the military, female personnel are more likely to experience role stressors by combining the work of the army with unpaid household activities. These women have essentially two full-time jobs: one at work and one at home. After the female personnel finishes her work for the day, she goes to fulfil her second job demand at home, where she plays additional roles as wife, mother, and manager of the household. As a result, the female officer has to contend with multiple role demands within the context of limited time. Thus, whereas male officers have to deal mainly with traditional role requirements, female officers are often confronted with simultaneous and conflicting-role exigencies.

2.6 Research Questions

The following research questions guided the qualitative phase of the present research:

Q1. Is there any gender roles difference and attitudes towards work and family demands?

Q2. What are the experiences of military personnel in combining work and family demands?

Q3. What factors influence military personnel's experiences in combining work and family demands?

Q4. What strategies do Ghana armed forces personnel employ in dealing with work and family conflicts?

Q5. What role does social support play in the experience of work-family conflict?

2.7 Hypotheses

Aside from the research questions stated earlier, the following hypotheses were tested in the quantitative phase of the research:

H1. Females will experience higher levels of psychological strain than males.

H2: There would be a significant positive relationship between work-family conflict, family work conflict and psychological strain.

H3. Social support will moderate the relationship between work-family conflict and psychological strain.

H4: Social support will moderate the relationship between family-work conflict and psychological strain.

H5: Officers in junior ranks will significantly experience more time-based work family conflict than officers in senior ranks.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter outlines the various methods employed in conducting the study. This is made up of the research design, population, sample size, sampling technique, measures for the study, procedures for data collection, methods of data analysis for the quantitative and qualitative study, and ethical considerations and trustworthiness of the qualitative.

3.1 General Research Design

Gelo, Braakmann, and Benetka (2008) defined research design “as the plan for actions or structure which links the philosophical foundations and the methodological assumptions of a research approach to its research methods in order to provide credible, accountable and legitimate answers to the research questions” (p.272). The main aim of this study was to investigate work-family conflict and its psychological impact among personnel of the Ghana armed forces. The study adopted mixed method approach. The term mixed methods “refers to an emergent methodology of research that advances the systematic integration, or mixing of quantitative and qualitative data within a single investigation or sustained program of inquiry” (Wisdom & Creswell, 2013, p.3).

Both the quantitative and qualitative approaches were used because of the different perspectives and the strengths derived from both methods. First, the quantitative method allows to quantify the real effect of work and family conflict on the psychological wellbeing among personnel of the Ghana armed forces. Second, the qualitative method affords the researcher to gain deeper understanding into the experiences of military personnel and strategies to cope with conflicts in the work-family interface. By employing both methodologies, the researcher was

able to account for the multifaceted nature of the work-family conflict phenomenon. The research thus, involved two separate but interrelated studies, Study I and Study II. Details of the specific methodological choices made in each study are presented in subsequent sections.

3.2 Population

As Polit and Beck (2010) stated, “the population is the totality of elements or people that have common, defined characteristics, and about whom the study results are relevant” (p. 1452). The target population for the study was made up of personnel of the Ghana Armed Force (GAF), Accra. Three units of the GAF were considered for the current study: The Army, the Navy and the Air Force brigade. The study focused on GAF personnel who are in active service, since they continue to be predominantly responsible for peacekeeping operations and other military duties making their career prospect hinge on their ability to balance work and family adequately. Also, military officers who have attained the age of eighteen (18) years and above were involved. Excluded from the target population of GAF personnel are personnel who are hospitalized, personnel undergoing a permanent change station (thus personnel in the process of moving), personnel on retirement as well as officers on peacekeeping mission at the time of study.

Recruitment: Participants for this research included personnel who are currently residing in Burma Camp and have been employed by the Ghana armed forces were recruited for the study. Participants were conveniently and purposefully selected for the study. The selected participants were briefed about the information needed for filling out self-reported surveys and others were also interviewed.

3.3 Study 1

Study 1 involved a qualitative approach. Interviews were conducted to elicit more information to explore personnel’s experiences of combing work and family responsibilities.

Robson (2003) asserts that interviews typically involve the researcher asking questions and hoping to receive corresponding answers from participants. Cresswell (2005) also asserts that the format for qualitative interview is such that the researcher asks questions which are open-ended without providing response options. The interviewer then actively listens to and records the comments of the interviewee. Interviews were carried out in this study because there was the need to seek clarification from officers on answers to be explained in detail or if necessary, allowed further clarification of questions, concepts and variables used by the researcher.

3.3.1 Sample size

Study 1 was based on 17 participants. The sample size was made up of 14 male officers and 3 female officers. These officers were purposely selected to participate in the qualitative study. According to Melrude, Siersma, and Guassora (2016), to determine the sample size for qualitative study, participants should hold “information power”. Thus, the sample must hold important information about the aims of the study, sample specific, uses established theory, quality of dialogue and strategy of analysis. Basically, participants were presumed to hold relevant information based on the above criteria. The participants include six senior officers and eleven junior officers. Twelve (12) of the participants had senior secondary education while five had tertiary education. Also, two participants were Muslims and fifteen were Christians. It was further observed that 15 of the participants were married while two were single. The participants had worked at least six years in the army.

3.3.2 Sampling technique

Participants were selected using purposive sampling technique. Basically, with the use of purposive sampling technique which is basically used in qualitative study to get participants highly versed with depth and breadth of experience in a particular field and is ready to share

useful information-based on the topic of study (Quandt & Arcury, 1997). According to Seidu (2006), in this sampling techniques the researcher carefully selects the sample to mirrors the objectives of the study. He further postulates that using research objectives as the basis to determine sample size and sample stratification is bias as it purposively selects those variables that relate to the aim of the study.

Table 1: Summary of demographic characteristics of participants in Study 1

Demographic	Frequency	Percentage (%)
Age		
18-34	13	76.0
35-44	4	24.0
Gender		
Male	14	82.0
Female	3	18.0
Marital Status		
Single	2	12.0
Married	15	88.0
Level of Education		
Secondary School	12	71.0
Graduate	5	29.0
Religion		
Christian	15	88.0
Moslem	2	12.0

3.3.3 Instrumentation

The main instrument for the qualitative phase of the study was interview guide, which was prepared in conformity with the objectives and research questions. The interview guide was constructed by the researcher and was scrutinized by the supervisors of the researcher. The questions were designed to encourage personnel to openly express their experiences in both work

and nonwork demands. The aim of the study was to explore work-family conflict and its psychological impact among military personnel. Questions were touched on (1) the experience in combining work and family demands, (2) the effects of work and family demands (3) coping strategies in dealing with excessive work and family demands (4) social support receive to mitigate the impact of work and demands. Additionally, a pen, notebook and a recorder were also used. See Appendix III for a copy of the interview guide.

3.3.4 Data Collection Procedure

Semi-structured interviews were conducted after permission was sought from Ghana Armed Forces Authorities. The semi-structured interview approach helped in maintaining consistency and flexibility of responses and questioning from participants. Issues such as personnel experiences in combining work and family responsibilities, social support, coping strategies adopted in combining work and family responsibilities were covered. The researcher explained the purpose of the study to the participants and assured them of their confidentiality. Participants were interviewed separately which lasted for 25 to 30 minutes per participants. The interviews were held at the convenient time for each participant to enable participants disclose their personal information on their experiences in combining work-family tasks without fear. These interviews were in the form of face-to-face interaction where responses of interviewees were written down for analysis.

3.3.5 Methods of Qualitative Data Presentation and Analysis

The qualitative data were analysed using thematic analysis based on the six steps approach by Braun and Clarke (2006). These steps include data familiarization, coding, development of themes, themes reviewing, naming and definition of themes and production of report. To familiarize with the data, the interviews were first transcribed as a written document.

Subsequent to the transcription, several readings were done to be familiar or acquaint with the content, breadth and depth of the data collected. This also helped search for the meaning of words, expressions and phrases used in the raw data.

Secondly, initial codes were generated from the data. According to Braun and Clarke (2006), coding is the fundamental aspect of a raw data that may be evaluated meaningfully based on a phenomenon. The codes were grouped based on similarities to generate themes. Thirdly, appropriate themes were identified from the codes generated. These themes were reviewed for detail understanding of the transcribed data set. Some of the themes generated formed the main themes while others formed sub-themes, some were also discarded because they did not fit into any of the main or sub-themes. The themes were later reviewed within the data set for the purpose of validity and reliability.

Further, the themes generated were reviewed again and refined. Thus, some themes were merged due to similarities while others were separated because of 'external heterogeneity' (Braun & Clarke, 2006). This is to be sure of the accuracy and credibility of the themes. The themes were further defined and refined. This was to determine the aspect of data in which each theme captured. The scope and content of each theme was described and names were given to the various themes to differentiate them from each other. Data was analyzed descriptively and conclusion was drawn based on the relationship between the research questions, data and aims of the study.

3.3.6 Trustworthiness of the qualitative study (Validity and reliability)

To achieve trustworthiness of the outcomes of the qualitative study, the study adopted steps suggested by Shenton (2004). These approaches include: credibility, transferability, dependability and confirmability. For the purpose of internal validity or to be able to measure

what the researcher intends to measure, participants were given equal opportunity prior to data collection to withdraw at any point in time if they wish to do so. Participants who agreed to participate in the study were made to understand that their participation was voluntary. Hence, taken part in the study was based on personal will, will end the study genuinely. Therefore, participants were encouraged to be sincere with their experiences which helped the researcher established a strong rapport with interviewees (Broadhurst, 2018).

Further, the researcher probed interviewees' experiences for consistencies through detailed questions and answers. Also, the strategy used to select participants, participants involved in the study, the method employed for data collection, the period and time allocated for data collection and the period over time which data was gathered were taken to consideration. As suggested by Anney (2015), detail description of qualitative study enhances its believability. Additionally, steps were also taken to ensure confirmability in the study. Thus, the outcomes of the study were based on the true response and ideas from the participants, the researcher did not impose her own preconceive ideas to the study but reported the true experiences of participants.

3.4 Study 2

Study 2 adopted the quantitative approach, specifically the survey method. The method of quantitative was adopted to develop, assess, collect analyse and interpret data and to determine whether the results of the study are in support or reject the stated hypotheses (Ponterotto & Grieger, 1999).

3.4.1 Sample size

The participants for the study involved personnel of the Ghana Armed Forces in Burma Camp, Accra. The sample size for the quantitative involved two hundred (200) participants. This

was made up of 142 males and 58 females, which reflects the male-dominated nature of the military profession. The sample size is in view of Field (2009), who suggested that for a medium effect size and a statistical power of .8, a sample size of 120 is considered appropriate for data analysis with the use of multiple regression; but two hundred (200) is considered suitable when the predictors are 20. Also, the researcher selected two hundred (200) participants as the sample size for the quantitative based on data reliability and fairness of representation of the population. The participants were selected from three different units including Navy headquarters (NHQ), Air force headquarters (AHQ) and Army headquarters (AHQ) of the GAF Burma Camp, Accra.

3.4.2 Sampling technique

Non-probability sampling technique was used to select participants. Thus, convenient sampling technique was used for the quantitative study. Using convenient sampling method, the researcher used persons who were readily available. Brewerton and Mildward (2001) explained that though the above sampling technique is not probability but, clearly it predicts a highly effective result.

Table 2: Summary of demographic characteristics of participants in study II

Demographic Variables	Frequency	Percentage (%)
Age		
20-34	107	53.5
35-44	71	35.5
45-65	22	11.0
Total	200	100
Gender		
Male	142	71.0
Female	58	29.0
Total	200	100
Marital Status		
Single	71	35.5
Married	129	64.5
Total	200	100
Level of Education		
Primary	6	3.0
Senior Secondary	108	54.0
Undergraduate	68	34.0
Postgraduate	18	9.0
Total	200	100
Number of Dependent		
1-5	140	70.0
Above 6	38	19.0
None	22	11.0
Total	200	100
Religion		
Christian	168	84.0
Moslem	28	14.0
Other	4	2.0
Total	200	100
Rank		
Senior	76	38.0
Junior	124	62.0
Total	200	100
Job tenure		
Below 2 years	8	4.0
2-5 years	66	33.0
Above 5 years	126	63.0
Total	200	100

3.4.3 Demographic characteristics of participants

Table 2 shows the distribution of the participants across all demographic variables examined in the study. It can be observed from the table that out of the 200 participants captured in the study, 107 representing 53% were between 18 to 34 years, 71 representing 35.5% were within 35 to 44, 23 representing 11.5% were within 45 to 65. In terms of the gender, 142 representing 71% of the officers were males whereas 58 representing 29% were females. It was further observed that 71 representing 35.5% of the officers were single and 129 representing 64.5% were married. On the level of education, it can be found from the table that 6 representing 3% of the officers had primary school education, 108 representing 54% had senior high school education, 68 representing 34% had undergraduate degree and 18 representing 9% had postgraduate degree. More so, in terms of number of dependents, 140 representing 70% of the officers had 1 to 5 individuals who depend on them whereas about 38 of the officers had 6 and above individuals who depend on them. With respect to religious background, about 168 representing 84% were Christians, 28 representing 14% were Muslims and 2 representing 1.5% were Traditionalists. Furthermore, about 124 of the officers were junior ranks whereas 75 were of senior ranks. Finally, about 8 representing 4% of the officers had less than 2 years of experience, 66 representing 33% had 2 to 5 years of experience and 126 representing 63% had more than 5 years of experience.

3.4.4 Measures

Several scales were adopted and used for the measuring of variables under study. The study instrument was made up of five sections measuring the variables. The first section asks personnel to provide their demographic information such as gender, age, marital status, rank, years of working experience, religion and number of dependants. There were fifty-six (56) items

on the various scales which were categorized into four sections. Section A and B consist of 24 items that investigated the experience of both work-family conflict and family-work conflict among participants. While section C consist of 9 items measured psychological strain. Section D was made up of 23 questions measuring the amount of social support individual employee enjoys.

Work-family conflict: This variable was measured with a scale constructed by (Carlson Kacmar, & Williams, 2000). Some of the scale items were adapted in this study to measure work-to-family conflict (WFC) as well as family-to-work conflict (FWC). The three sources of inter-role conflict (i.e., time-based, behaviour-based, and strain-based) were captured in both direction of the conflict. The alpha for WFC and FWC was .89 and .79 respectively. Examples of items on the scale are “my work keeps me from my family activities more than I would like”; and “due to stress at home, I am often preoccupied with family matters at work”. Each item was responded to using a 5-point Likert-type from 1 (strongly disagree) to 5 (strongly agree).

Psychological strain: This construct was measured using the General Health Questionnaire developed by Goldberg and Williams (1991) measuring the level of strain. Cronbach’s alpha coefficient was used to measure the internal consistency of the questionnaire in order to ensure the test reliability. The scale alpha was .69 and item responses was averaged to a total strain score for each respondent. An example of item on the scale is “I have been able to concentrate on what whatever am doing”. Each item was responded to using a 5-point scale ranging from 1 (never or a little) to 5 (most of the time), the frequency with which they experience each feeling.

Social support: These scales consist of twenty-three items that measured the extent of support received from supervisors, family members and co-workers in dealing with work-family

issues (Behson, 2005). The Cronbach's alpha coefficient for this scale was .85. a sample item on this scale is: "My supervisor/boss understands me when I need to take time off work to take care of family issues". Each item was responded to using a 5-point scale ranging from 1 (strongly disagree) to (strongly agree). See appendix IV for a copy of the questionnaire.

3.4.5 Pilot study

Before the main quantitative study, a pilot study was conducted to test the reliability index of the various scales. A sample size of 50 which represent 25% of the actual sample size was used for the study. The purpose of the pilot study was to assess the nature of the instruments used and to seek feedback on the items (questionnaire). The Cronbach α of the questionnaire of work-family conflict scale was 0.89. Psychological strain scale yielded 0.69 and social support scale yielded 0.85. George and Mallery (2003), suggest that reliability coefficient above 0.7 is acceptable and above 0.80 is good indicating that the scale is reliable. Hence, the values obtained from the instruments of this study is good and reliable.

Table 3: Internal consistencies of the scales from a pilot study

Scale	Number of items	Cronbach alpha
Family Work Conflict	9	.895
Work Family Conflict	9	.895
Psychological Strain	12	.694
Social Support	24	.859

3.4.6. Data Collection Procedure (main study)

After approval had been sought from the Ethics Committee for the Humanities (ECH) of the University of Ghana and Psychology Department, an introduction letter was sent to the authorities of the Ghana Armed Forces. Additionally, copies of the letter and objectives of the study were also sent to the department of military intelligence which was screened and approved. Then permission to collect data was granted at the Personnel Administration (PA) and the data collection date was fixed.

Before the distribution of questionnaires, a brief discussion on the content of the questionnaires was held with participants to ensure they fully understood the content of the questionnaires. The researcher then selected and administered the questionnaires to the participants based on their consent and willingness to participate in the study. The information was gathered using closed-ended questions. Adequate time and freedom were also given to participants in responding to questions and for allowing accurate information to be collected. Questionnaires were administered using the drop-and-collect and the face-to-face method. Two hundred and thirty (230) questionnaires were administered and two hundred and nine (209) were returned. Nine (9) questionnaires were incomplete representing 3.9%. Two hundred (200) questionnaires were completed representing 87%. The questionnaires were coded and analyzed with the use of Statistical Package for Social Sciences (SPSS) version 21.

3.4.7 Methods of Quantitative Data Analysis

Hypothesis 1 was analyzed using independent t-test. The independent t-test draws a comparison between the means of two groups which are independent. This is in order to conclude whether or not there is statistical evidence that the associated population means differ significantly. The purpose of this technique is to determine whether the difference between

means for the two groups (males and females) on the dependent variable (psychological strain) are significant.

Hypothesis 2 was analyzed using multiple regression since this statistical tool measures the strength and the direction of linear relationships between two or more independent variables and one dependent variable. The measurement of the dependent variable was also on an interval scale. The categorization of the strength of correlation by Cohen's (1969, p. 23) was 0.10 as low, 0.30 as medium and 0.50 as high was adopted.

Hypothesis 3, which stated that social support would moderate the relationship between work- family conflict and psychological strain was analyzed using hierarchical multiple regression. Baron and Kenny (1986) suggest that in testing for moderation, the moderator (social support) is a third variable, which is also an independent variable. This as a result, allows testing the relationship between the two predictors (work-family conflict and social support) and the outcome variable (psychological strain).

Hypothesis 4: The fourth hypothesis tested was that social support will moderate the relationship between family-work conflict and psychological strain. This was analyzed using Hierarchical Multiple Regression which was suggested by Baron and Kenny (1986), that in testing for moderation, the moderator (social support) is a third variable, which is also an independent variable. This as a result, allows testing the interaction between the two predictors (family-work conflict and social support) and the outcome variable (psychological strain).

Hypothesis 5: hypothesis five was analyzed using independent t-test. The independent t-test draws a comparison between the means of two groups which are independent. This is in order to determine whether there is statistical evidence that the associated population means differ from each other significantly. Independent t-test cannot make comparisons among more

than two groups. The purpose of this technique is to determine whether the difference between means for the two groups (officers with junior and senior rank) on the dependent variable (work family conflict) are significant.

3.5 Ethical Consideration

Appropriate steps were followed to seek ethical clearance from the University of Ghana Ethics Committee for the Humanities (ECH). Additionally, consent was sought from the participants before data collection was done. To respect the rights and dignity of the participants and thus ensure confidentiality, questionnaires were designed in a way that would not implicate any participant. In other words, participants were not asked to provide their names in the demographic questionnaires.

Participants were also made to understand that they were free to participate in the study or may decide not to or withdraw at any time and this will not affect them in any way. Therefore, details, including potential risk and benefits of the study were clearly explained in the consent form, which was presented to potential participants. As the potential participants were adults (20 years and over), it is believed that they are competent enough to consent and as such no physical or psychological harm was brought to participants.

CHAPTER FOUR

RESULTS

4.0 Introduction

This current study examined work-family conflict and psychological strain among personnel of the Ghana Armed Forces within the Greater Accra Region of Ghana. To gain much understanding of the experiences of work-family conflict, work stress, job demands, the psychological impact of work-family conflict, coping strategies implored by personnel and social support were assessed. Also, gender difference in the experience of work-family conflict was examined. This chapter deals with the findings based on the formulated hypotheses and the research questions in line with the study objectives. The qualitative discussion, presentation and analysis of findings follow by the quantitative results.

4.1 Results from Study 1 (Qualitative Study)

Personnel of the Ghana Armed Forces answered questions based on their views pertaining work-family conflict, specifically their experience in combining work and family life, challenges in meeting work and family demands, the effects of career on family and social life, coping strategies and support in managing work and family demands. Four major themes were developed and used as pathways to associate the various distinct subthemes with their respective major themes. These include: challenges in meeting work and family demands, effects of work-family demands, coping strategies and social support.

4.1.1 Challenges in meeting work and family demands

Deployment: Deployment as a subtheme explores how officers involved in series of multinational peacekeeping missions in countries such as Liberia, Sierra Leon, Lebanon, as well as internal deployment in which personnel have to leave their families behind for a year or two.

Officers are sent to war zones and mostly dangerous areas for peace keeping mission for a year or two. According to officers, deployment during peace keeping mission have a significant negative impact on them and their families as well. Indeed, some of the officers shared their experience as follows:

when we are assigned for peace keeping mission it is quite hectic and stressful. We are there and don't even know what is happening to our families. At times we are sent to dangerous areas. We sometimes feel like we may not see our families again. (Participant 1, Female junior officer).

An officer also remarked as follows:

In fact, peace keeping mission is not an easy task. We hustle and battle with guns and dangerous animals in the bush for survival. Anytime I traveled, I'm not always at ease till I come back home." (Participant 6, Male junior officer).

Heavy workload: Furthermore, a number of officers indicated that combining work and family was challenging due to heavy workload and its associated stress. Officers performed duties beyond the normal working hours such as holidays, weekends and evening, which seem to be a common practice within the military working environment. This tends to create extra responsibilities, a sense of overload and interrole conflict for officers. One officer said: "*I'm satisfied with my work but the workload is too much. There is pressure in the system*". (Participant 12, Male junior officer). Another officer commented: "*The military work is very difficult and demanding especially the administrative work.*" (Participant 9, Male Senior officer).

From the analysis, some officers complained not getting support from the institution to reduce work pressure. They believed that the organization does not care about their welfare. An officer noted:

The institution doesn't care about our health. In fact, we buried one of our men last week and we are about to bury another this weekend. They were not sick, it's just the workload and stress. (Participant 14, Male junior officer).

Time demands: Some officers revealed that time pressure and the number of hours they spend at work affects or interferes with their family activities. An army officer is expected to perform work duties diligently. That is, work is performed throughout the week and on holidays. Even when an officer is on leave, he/she can be called on at any point in time to discharge duties. In the view of one personnel:

The time I spend at the work place is too much. I highly have time to pick up my children from school as every responsible parent may want to. It's actually disturbing. (Participant 1, Male senior officer).

Another officer remarked: "*I have no time for my family demands due to the time I spend at work.*" (Participant 11, Male junior officer)

4.1.2. Impact of work demands

The analysis of data gathered from respondents also revealed a significant impact of work demands on the lives of personnel. The demands of work interfered with responsibilities in other domains. Some officers indicated that they hardly have time to attend social activities as a result of excessive work demands. Some were worried about not been able to relate well with the opposite sex because of numerous works demands. This deprived officers the opportunity to engage in nonwork activities. Some personnel remarked:

My career affects my social life in that relationship with the opposite sex has become a problem for me. My family has been complaining I don't attend family meetings. (Participant 16, Female junior officer).

Officers also complained about spending most of their time at work. This denied them of spending time with members of the extended family. Some are unable to attend family programs and activities, and thereby feel inhibited them from socializing with people outside the military arena. An officer commented:

Because of my career, I couldn't attend my sister's funeral. Usually, I don't attend social functions and programs due to work demands. (Participant 9, Male junior officer).

From the analysis, it was also evident that officers hardly have quality time with their spouse and children. Therefore, they assumed that the issues of work were having a significant negative impact on their families. Officers spend most of their time at work and less time with the family. The increase of work demands creates conflicts at home. An officer remarked:

I'm not satisfied with my family responsibilities because of work demands. My children see me like a stranger which is disturbing me a lot." (Participant 5, Male senior officer). Another officer noted: "I miss my husband's birthday because I was on duty. Sometimes I have to forego family demands just to fulfil work responsibilities which is actually affecting the family especially my children. (Participant 4, female junior officer).

Certainly, the analysis also revealed that, there was an amount of stress experienced by officers at work. Work stress as a subtheme is generated due to conflicting job demands. It often stems from unexpected responsibilities and pressures that do not align with a person's knowledge, skills or expectations, inhibiting one's ability to cope. Most officers complained about the stressful nature of their work which prevents them from having ample time with responsibilities of other life domains. Hence, individual officers experience a significant amount of stress as they interact with so many variables within the work environment. Some officers

shared their experience. A respondent remarked: *“The army work is very stressful; I hardly have time for my family”*. (participant 14, Male senior officer). Some also described the military occupation as tiring and frustrating. They highly see their families. This creates tension, fatigue, anxiety and frustration. An officer commented: *“I don’t get it easy with the work, it is tiring and frustrating. Sometimes it takes me three months before I see my family.”* (Participant 13, Male senior officer).

4.1.3 Coping strategies

This theme explores officers’ strategies in dealing with multiple roles from work and family domain. From the narratives reported by officers, they used various strategies in reducing the significant impact of the demands of work and family. These include: time management techniques, relaxation and assigning of responsibilities which help them manage with the demands of work and family. According to personnel, these methods are very effective in reducing the magnitude of conflict. Respondent remarked: *“Anytime I’m under stress, I go to the gym for training. When I train for an hour or two, I forget everything. This helps me a lot in getting back my strength.”* (Participant 11, Male junior officer).

Here personnel engaged in time management and planning to adjust to multiple roles. An officer stated that the work is such that you need to plan to enable you combine both work and family demands. Therefore, he adopted a strategy by preparing a timetable which directs him what to do at a particular time. An officer commented: *“I made a timetable which is helping to have control over things and 70% of it is working.”* (Participant 8, Male junior officer).

Some officers seek out activities in taking care of themselves as well as managing stress from work and family roles. An officer said he listens to music to buffer the experiences of stress and difficulties from the realm of work and family. An officer commented: *“When I’m under*

stress I like to be left alone which helps me ponder over things. I also listen to music. This is working more than expected.” (Participant 2, Male senior officer).

Others assigned responsibilities to family members, friends and neighbours. An officer commented: *“I assigned certain responsibilities to my brother when am preoccupied with work.”* (Participant 4, Male senior officer).

4.1.4 Social support

Support from different sources can ease the impact of work-family conflict. Social support comes from various angles. These include: supervisors, organization, co-workers, support from family, friends/peers and house help. The analysis revealed that personnel received support from these categories. This shows that social support has a significant impact on the lives and health of Ghana armed forces personnel.

Organizational support: It was revealed that personnel received assistance from the organization such as free medical care. However, this support only benefits military personnel and their immediate nuclear families. An officer commented: *“The organization helps by providing free medical support for us and our families.”* (Participant 1, Male senior officer). Another officer commented: *“The organization provides medical support and other welfare for us and our family members. Also, the armed forces wives’ association was set up by the organization to help personnel and their wives manage their work and families.”* (Participant 2, Male senior officer).

Further, the analysis also revealed that officers received assistance from Armed Forces Wives Association, which was set up with the help of the Ghana Armed Forces. The Armed Forces Wives Association (AFWA) designed welfare programs which targeted women, youth and children of military personnel. It has established day-care centers and nursery in the

barracks. This is to broaden the knowledge of soldiers' wives and children on strategies to redress the prevalent imbalance in the area of education in the barracks and immediate environment. They also assist military personnel in acquiring basic skills so that they can be self-efficient and self-reliant on retirement. The association also provided the opportunity for social interaction which facilitated the promotion of love, harmony and cooperation among military personnel and their families. An officer commented:

The organization help through the work of Armed Forces Wives Association (AFWA). The association give military couples counselling. They established day care centers where our children are well taken care of. They also designed programs for our wives. (Participant 2, Males senior officers)

Supervisor support: Support from supervisors was also paramount to personnel. This helps to reduce the magnitude of the conflict or stress. In the view of one officer: *“My supervisor is like a father to me; he helps and advices me when I am having work and family problems”*. (Participant 6, Male junior officer). Another officer commented: *“My supervisor is understanding; I always approach him anytime I have difficulties at work or in the house.”* (Participant 3, Female junior officer). Likewise, not all officers enjoyed this type of support. According to some officers, they don't get support from their supervisors. An officer commented: *“My supervisors don't care about us, they only care about work and not the welfare of personnel.”* (Participant 13, Male junior officer).

Also, support from co-workers can be beneficial to employees. When there is an emergency, an officer may substitute each other or take up the duties on behalf of the absent officer. This is a standby arrangement between officers, as noted a male junior officer: *“My co-worker helps by standing in for me anytime I have family or personnel issue.”* (Participant 7, Male junior officer). Another officer said: *“My co-worker helps me in terms of combining work*

and family roles. He stands in for me when my duty coincides with other responsibilities.”

(Participant 14, Female junior officer).

Support from family: Personnel also received support from their families such as extended family and spouse. Strong support at work and home can mitigate the role stressors which may also affect WFC. Officers reported that they received help from relatives and spouse to run their homes and work smoothly. This can be in a form of moral support thus advice and encouragement. Some also helped to ease up households' workloads, as illustrated in the following quote: *“My father calls often to advise me on my work and family responsibilities.* Another officer responded. *“My wife understands the nature of my job; she takes care of the home.”* (Participant 10, Male senior officer). Another also commented *“My wife grew up in the barracks; therefore, she understands how soldier work is.”* (Participant 14, Male junior officer).

However, some officers reported that sometimes members have their own schedule and programs, which make them occupied and therefore have no time to assist. The analysis also revealed that not all personnel received support from family members. Some family members feel when you are working you are on your own and should be able to manage your affairs. A respondent commented:

Hmm, my family members don't help me at all, is all about you, “O no dea enfaneho” you should know how to go about things on your own. That is how I see it. “wo na wope wodwoma.” (Participant 15, Female junior officer).

Another officer responded: *“My wife doesn't understand things ooo. We are newly married; we quarrel almost every day so you understand what am trying to say.”* (Participant 9, Male junior officer).

Support from domestic worker: In terms of house help (domestic worker) support; some participants reported that they received help from domestic workers. House helps take care of the house and children whiles officer is at work. An officer confesses that her house help is like a second mother to her children. An officer commented: “*My house help is like a second mother to my children. She does things for them even more than me, their mother.*” (Participant 5, Female junior officer).

Support from friends: Certainly, the view of respondents showed that they received moral, financial and encouragement from friends. According to some officers, friends understood them better when they are faced with work and family difficulties. “*My friend is like a brother to me; he has never judged my decisions. I can lay down my life for him. He helped me financially, morally and he also encourages me as well.*” (Participant 4, Male junior officer).

4.2. Summary of findings from study 1

From the themes generated, personnel commented that they encountered conflicts in terms of combining work and family responsibilities. These themes include: the challenges of meeting work and family demands, the impact of work and family demands, coping strategies and social support received by personnel of the Ghana armed forces. Most officers experience conflict in combining work and family responsibilities. This conflict results from work overload, time demands, work stress and deployment during peace-keeping missions. The conflict affects their families, social life and personal life physically and psychological. In trying to reduce the severity of the conflict, officers used various strategies such as self-discipline, listening to music and assignment of responsibilities to cope with the conflict. It was revealed from the analysis that officers also received support from the organization, families, supervisors, co-workers, spouse, friends and house helps which help them managed with work and family issues.

4.3 Results from Study II (Quantitative Study)

This section presents the results of the quantitative phase of the study. The results are based on the hypotheses formulated on the experience of work-family conflict, gender difference in the experience of work-family conflict, the effect of work and family conflict on psychological strain and social support based on the objectives of the study.

The Statistical Package for Social Sciences (SPSS) version 21 was used to analyze the data. The intercorrelation matrix was further analyzed followed by hypotheses testing. The statistical tests that were employed to analyze the hypotheses stated were independent t test, hierarchical regression analysis and multiple regression analysis. The discussion of the hypothesis in relation to whether they were supported or rejected are subsequently followed with detailed presentations of tables with their interpretations. The findings are summarized and presented.

Table 4 presents the summary of the mean and standard deviation of scores on WFC, FWC, psychological strain and social support as well as the internal consistencies of the scales and the degree of skewness and kurtosis.

Table 4: Descriptive statistics

	Mean	<i>SD</i>	Skewness	Kurtosis	Alpha
1. Family-Work Conflict	23.10	6.01	.005	-.245	.798
2. Work-Family Conflict	30.00	6.95	-.210	-.733	.864
3. Psychological Strain	36.71	4.61	-.067	6.934	.634
4. Social Support	77.24	12.34	-.610	.623	.875

4.3.1 Intercorrelation Matrix

The Inter-correlation matrix which indicates the interactions among the study variables was analyzed using the Pearson Product Moment Correlation and the results are presented in Table 5. Tabachnick and Fidell (2012) assert that in testing for multiple regression, one needs to ensure linearity between the various independent variables and this assumption was met in this study. Table 5 further indicated that the correlation coefficient for the various independent variables to be used for multiple regression analysis were within .70. Hence, there was no violation of multicollinearity as suggested by (Tabachnick & Fidell, 2012)

Table 5: Inter-correlation matrix of the main study variables

	1	2	3	4	5	6	7	8	9	10	11	12
1. Psychological Stain	-											
2. Age	-.01	-										
3. Gender	-.05	-.08	-									
4. Marital Status	-.03	.35***	-.08	-								
5. Level of Education	-.07	.22***	-.02	.14**	-							
6. Number of Dependents	-.05	.09	.12	.19**	.10	-						
7. Religious Background	.00	.05	.13	-.036	.05	.16**	-					
8. Rank	-.07	.38**	-.01	.17**	.45**	.14*	.06	-				
9. No of years in military	-.03	.28***	-.03	.35***	.14	-.05	.07	.15**	-			
10. Work-Family Conflict	.26**	-.04	-.10	.02	.00	-.09	.09	-.13	.08	-		
11. Family-Work Conflict	.29**	.02	.14*	-.06	-.04	-.03	.13	-.08	.01	.48**	-	
12. Social Support	-.06	.10	.10	.08	.14*	.02	-.13	.11	.12	-.09	-.02	-

Note. * Correlation significant at the 0.05 level, ** Correlation significant at 0.01 level, *** Correlation significant at 0.001 level

4.3.2 Hypotheses Testing

Pearson Product-Moment Correlation Coefficient text was used to assess the relationships between the study's variables and demographic characteristics. This correlation analysis revealed that age, sex, gender, number of years in the service, level of education, marital status, number of dependents, religious background and rank were not significantly correlated with some of the study's dependent variables (see Table 5). Only gender and rank were treated as control variables in the subsequent statistical tests used.

Hypothesis 1: Females would experience higher levels of psychological strain than males.

Table 6: Summary of the independent t-test comparing females and les on psychological strain

	Gender	<i>N</i>	Mean	<i>SD</i>	<i>df</i>	<i>t</i>	<i>P</i>
Psychological Strain	Males	142	30.42	6.90	198	1.405	.162
	Females	58	28.90	7.04			

The results from the Table 6 show that the mean difference between females and males on psychological strain was statistically not significant [$t_{(200)} = 1.405, p > .05$]. Therefore, the hypothesis that females would experience higher levels of psychological strain than males was not supported.

Hypothesis 2: There would be a significant positive relationship between work-family conflict, family-work conflict and psychological strain.

Table 7: Summary of hierarchical multiple regression analysis for the moderating effect of social support on the relationship between work –family conflict and psychological strain

Model	<i>B</i>	<i>SEB</i>	β	<i>t</i>	<i>P</i>
<i>Step 1: Constant</i>	30.46	2.89		10.55	.000
WFC	.12	.06	.16	2.01	.046
FWC	.19	.07	.22	2.83	.005
Social Support	-.02	.03	-.04	-.65	.514
<i>Step 2: Constant</i>	30.20	2.94		10.28	.000
WFC X Social Support	-.00	.01	-.04	-.47	.643
FWC x Social Support	.01	.01	.10	1.19	.236

$R^2 = .108$, and $.115$ for Step 1 and 2 respectively. $\Delta R^2 = .108$ and $.007$ for Steps 1 and 2 respectively

From Table 7, the analysis of the interaction effect between Work-family conflict and family-work conflict on psychological strain revealed a significant regression equation [$F_{(3, 195)} = 7.877$, $p < .001$, $R^2 = .108$]. Work-family conflict and family-work conflict made a significant contribution in explaining the variance in psychological strain. Specifically, both variables accounted for 10.8% of the variance in psychological strain. Work-family conflict significantly and positively predicted psychological strain ($\beta = .16$, $p < .05$). Thus, high levels of work-family conflict were associated with high levels of psychological strain. Likewise, family-work conflict significantly and positively predicted psychological strain ($\beta = .22$, $p < .01$), meaning that high levels of family-work conflict were associated with higher levels of psychological strain. Therefore, the hypothesis that there would be a significant positive relationship between Work-family conflict and family-work conflict on psychological strain was supported.

Hypothesis 3: Social support will moderate the relationship between work-family conflict and psychological strain.

From Table 7, the second step revealed that the model accounted for (0.7%) variance in psychological strain [$F_{(5, 193)} = 5.004, P > .05, \Delta R^2 = .007$]. Hence, in line with the prediction made, the interaction between Work-family conflict and social support was not significant ($\beta = -.04, p = .643$). Thus, the hypothesis that social will moderate the relationship between work-family conflict and psychological strain was not significant.

Hypothesis 4: Social support will moderate the relationship between family-work conflict and psychological strain. Hence, in line with the prediction made, the interaction between family-work conflict and social support was not significant ($\beta = .10, p = .236$). Thus, the hypothesis that social will moderate the relationship between Work-family conflict and psychological strain was not significant.

Hypothesis 5: Officers with junior rank will experience higher levels of time-based Work-family conflict than senior rank officers.

Table 8: Summary of the independent t test comparing officers with junior rank and senior rank on time-based work-family conflict

	Rank	<i>N</i>	Mean	<i>SD</i>	<i>df</i>	<i>t</i>	<i>P</i>
Time-based work	Junior Rank	124	10.55	2.81	197	1.992	.048
	Senior Rank	75	9.75	2.65			

The results from the table show that the mean difference between officers with junior rank and officers with senior rank was statistically significant [$t_{(200)} = 1.992, p < .05$]. Therefore,

the hypothesis that officers with junior rank will experience higher levels of time-based work-family conflict than officers with senior ranks was supported.

Other Findings

Time-based family-work conflict significantly predicted psychological strain than the other dimensions of work-family conflict and family-work conflict.

Table 9: Summary of hierarchical multiple regression for the various dimensions of work-family conflict and family-work conflict on psychological strain

Model	<i>B</i>	<i>SEB</i>	β	<i>t</i>	<i>P</i>
Step 1: Constant	32.46	1.00		32.34	.000
Time-Based of FWC	.63	.14	.32	4.67	.000
Step 2: Constant	29.20	1.73		16.90	.000
Time-Based of WFC	-.17	1.81	-.01	-.92	.359
Strain-Based of WFC	.33	.19	.18	1.70	.090
Behavior Based of WFC	.37	.21	.17	1.78	.076
Strain-Based of FWC	.02	.17	.01	.12	.908
Behavior Based of FWC	-.14	.18	-.07	-.80	.427

$R^2 = .099$, and $.151$ for Step 1 and 2 respectively. $\Delta R^2 = .099$ and $.052$ for Steps 1 and 2 respectively.

From Table 9, the second step [$F_{(6, 193)} = 5.722$, $p < .001$] with $R^2 = .151$ which is the summary of overall contributions of the variables, was significant. It indicated that all the study variables together accounted for a 15.1% variance in psychological strain. In step 1, the model was found to be significant [$F_{(1, 198)} = 21.816$, $p < .001$, $R^2 = .099$]. Step 2 also revealed that the

model was significant [$F_{(6, 193)} = 5.722, p < .001, \Delta R^2 = .052$]. This indicates that the other subscales of work-family conflict and family-work conflict accounted for 5.2% variance in psychological strain. Thus, time-based family-work conflict solely accounted for 9.9% variance in psychological strain. This implies that time-based family-work conflict alone explained about 65.56% of the 15.1% variance in psychological strain while the other dimensions of work-family conflict and family-work conflict altogether accounted for 34.44% of the 15.1% variance in psychological strain.

4.3.3 Summary of Findings

The results from the quantitative study indicate that there was a significant positive relationship between work-to-family conflict and family-to-work on psychological strain. Among the subscales of both work-to-family conflict and family-to-work conflict, only time-based family-work conflict significantly predicted psychological strain. There was also no significant difference between males and females on the experience of psychological strain. It was further observed that officers with junior rank experienced higher levels of time-based Work-family conflict than officers with senior rank. Furthermore, social support did not moderate the relationship between work-family conflict and psychological strain.

CHAPTER FIVE

DISCUSSION

5.0 Introduction

This chapter presents the results that were obtained from the study in relation to the hypothesis that were tested. The objectives of the study were to examine the occurrence of work-family conflict and its psychological impact among personnel of the Ghana Armed Forces. Discussion of the findings from the study was made with reference to past studies and theories which include the role theory (Khan et al., 1964) and conservation of resources theory (COR) (Hobfoll, 1989). A mixed method approach was used to conduct the study. Data for both qualitative and quantitative study was collected concurrently using survey questionnaire and interview guide. The chapter presents the findings from the study. The chapter also presents the summary, theoretical and practical implication, limitations, suggestions and conclusions of the findings from the study.

5.1 Discussions of Results from Qualitative Study

This section presents discussion of findings from the qualitative phase of the study based on the themes that emerged from the study. Specifically, four themes were identified. These include: challenges in meeting work and family demands, effects of work and family demands, coping strategies and social support. Findings of the present study demonstrated that personnel experience conflict in meeting work demands, which have a significant impact on their health and families.

Personnel encounter many challenges in trying to meet the demands of work and family. These challenges include; time demands, high work demands, problems during peacekeeping mission and work stress. The work environment of the armed forces is unpredictable and

characterized by high time demands on personnel. This makes the work of the military unique because it involves shift work, deployment and relocation most of the time. These demands place psychological and emotional strain on employees which may have a significant impact on their home activities. Time-base conflict is reported as one of the forms of measures of work-family conflict. Personnel reported not having time to attend to nonwork roles. Researchers have demonstrated a significant positive association between work-family conflict and time committed to work (Lambert et al., 2016). Based on the perspective of COR, time is considered as an important finite resource, hence allocating an hour or two to work activities signify that adequate time will not be available for other activities, making employees unable to take part in most family activities. According to the personnel, they experienced some level of frustration whenever they were not able to participate in such activities as a result of their job demands.

Many studies have demonstrated a significant positive relationship between long working hours and work-family conflict which relatively decreased life satisfaction (Frone, 2000). Indeed, the quality of work produces by employees depend on the amount of time they involve in their job. Scholars argued that the experience of high levels of time pressure by employees in meeting job demands may lead to high job involvement in order to have control over time pressure and anxiety. According to Diefendorff, Brown, Kamin, and Lord (2002), the experience of stress by employees for a long time is more likely to reduce their interest in the job. Therefore, when employees experience time pressure and anxiety, they may be unable to deal with environmental work demands. The work of Addae and Wang (2006) showed that when employees are trying to resolve the influence of time pressure and anxiety on job involvement, it may result in a decrease in work involvement. Relatively, an increase or decrease of time pressure would reduce work involvement (Boakye, 2013).

The results of the study also confirmed that personnel experienced stress during peacekeeping missions. The experience of stress was attributed to the location of deployment, disruption of family and social network resulting to feeling of loneliness. This report is consistent with the study conducted by (Burrell, Adams, Durand, & Castro, 2006). During deployment participants felt that they are always under potential threat, fear, uncertainty and insecurity. According to Watkins (2014), separation from loved ones can affect the individual's relationships and mental issues. Also, long term of deployment threatened many military families because an important member from the family is removed. This disrupt the family network from functioning for the period of deployment. Again, during deployment personnel feel a sense of alienation from families making them not susceptible to factors within their families. This can pose challenges among deployed personnel which may trigger work-family conflict thereby causing stress and distress (Kgosana, 2010).

Furthermore, high demands of work by the management of personnel may pose a significant impact on officers and their families. Having so much work to do may force employees to neglect certain aspect of work or life. Employees with high psychological work involvement may be occupied with occupational roles and thereby neglecting nonwork activities at the expense of work causing WFC. Failure to attend to nonwork roles made these officers feel helpless and guilty that some of their responsibilities were neglected. Officers were concerned about missing family events. Those with children are especially concerned that they are unable to observe the development of their children. These work demands may decrease work productivity, increase turnover intention (Amstad, et al., 2011; Kumar, Channa, & Bhutto, 2011; Maertz, Pearson, & Keough, 2003), poor mental health (Watkins, 2014), psychological distress (Major, Klein, & Ehrhart, 2002), absent from work, low level of job satisfaction and

performance (Narayanan & Savarimuthu, 2015) and also decrease family satisfaction (Lambert et al., 2016). Numerous work demands could also result in detrimental outcomes when it comes to the relationship between employees and their subordinates, coworkers and supervisors as well (Allan et al., 2000; Muasya, 2015). An officer expressed worry about his supervisor not caring about their welfare. This shows that numerous work demands can affect employee and supervisor relationship.

In dealing with excessive demands from multiple roles participants outlined several coping strategies such as time management, delegation of domestic responsibilities, physical exercise and recreation. According to the participants, in coping with work-family conflict they engaged in various strategies to buffer the effect of work and family stressor. Others used time management and planning as a strategy in buffering the negative impact of work and family stressor. In order to meet the demands of multiple roles, individual personnel try to manage their time and energy carefully and more efficiently in order to fit everything. Also, delegation of domestic responsibilities which involve practical tasks that are assigned to family members or friends. For instance, some officers offer home maintenance activities to family members, friends and neighbours. Support from this category is important to employee's coping, as individual employees are becoming more aware of the negative impact of WFC and the need to buffer the effects. Additionally, participants used physical training and leisure activities such as relaxation or going to the gym to manage with work and family distress. The individuals engaged in activities outside the work and family aimed at diverting attention psychologically from a stressful situation. Distancing oneself mentally from stress restored depleted resources. The responses from participants indicate that these strategies helped them to manage with the demands of work and family responsibilities.

The study also highlights various support personnel receive to reduce the negative impact of work-family conflict. Report from participants revealed that they received support from the organization, supervisors, friends, family members and domestic workers as well. In time of distress support from family, organization, supervisor, co-workers, friends and house help can make it easy for individuals to experience less conflict at work and home. Because these resources helped employees meet the demands of work and family. As noted by Demerouti and Bakker (2011) that the workplace can be a mechanism used to counter the demands of work since supervisory support is considered as a social resource, hence support from a supervisor will decrease the effect of WFC. On the other hand, the cultural context among the people under study is collectivist. Within a collectivist society, individuals' needs are met through social relationships. Unmet social needs by individual employees cause strain, discomfort and conflict as well (Ojha, 2011). Also, people in collectivist societies express love and support to one another and when such resource is lacking individuals are more likely to withdraw from their work as a way of preserving depleted resources (Kumar, Channa, & Bhutto, 2017).

Certainly, the military organization has codes of conduct which govern the behavior of personnel. These regulations provide informal family-friendly policies to reduce the impact of work and nonwork stressors. For instance, personnel are given statutory leaves by their supervisors to be with their families. The organization also provides free medical care and counselling for personnel and their immediate families. The work of Brough et al., (2005) demonstrated that provision of family-friendly initiatives and supervisory support helped workers reduced work-family conflict. The study of Tharmalingam and Bhatti (2014) also revealed that social support has significant moderating effect on the relationship between work-family conflict, job involvement, role ambiguity and role involvement.

5.2 Discussion of Results from the Quantitative Study

The outcomes of the qualitative phase of the study indicate work-family conflict is associated with high levels of psychological strain among personnel of the Ghana Armed Forces. The study also found that junior rank officers experience more time-based work-family conflict than senior officers. Among the subscales of work-family conflict and family-work conflict, officers experienced high family-work time-base conflict on psychological strain. Additionally, there was no significant difference between male and female officers in terms of the experience of work-family conflict. Though social support had a negative relationship with psychological strain but did not moderate the relationship between work-family conflict and psychological strain. The results of the study are discussed in detail.

5.2.1 Gender and work-family conflict

The first hypothesis investigated gender differences in relation to work-family conflict and psychological strain among military officers. The hypothesis stated that female officers would experience a significant increase in psychological strain than male officers. Results of the analysis was not significant in respect of this hypothesis. Hence, the result is consistent with the work of (Lee & Hong, 2005). Also, the findings are consistent with the work of Jamadin, Mohamad, Syarkawi, and Noordin (2015) who found that men and women do not demonstrate any significant difference on job stress among employees of semi-government organization in Malaysia. It also affirms the study by Carnicer, Sanchez, and Perez (2004), who reported a negative relationship between gender and work-family conflict. They further explained that gender is not a significant variable to explain work and family conflict. Similarly, Nwanzu, and Bojeghre (2016) reported in their study that gender has no interaction effect on the experience of work-family conflict.

Basically, traditional Ghanaian women's major roles in society are noted to be wives and mothers. For example, traditionally, women still retain their main obligation as wives, mothers, and housekeepers in addition to their career responsibilities. Additionally, the harsh economic realities of recent time have also pushed women in many homes to make significant financial contributions to the upkeep of their homes. These among other reasons have made it necessary for women to join the work force and work in order to contribute financially to the home. Hence, the source of finance is now getting much attention from women. Increased concern for work sphere in order for the family realm to function maximally has the potential to blur the supposed difference in FWC between males and females.

In contrast, the issue of monogamous and small family size structure is fast becoming the order of the day in recent times. The probability of small family size has become greater to induce commitment for male than large family. For example, men in contemporary society also carry out households' responsibilities such as preparing their kids for school in the morning, doing domestic chores and staying at the hospital with their sick children. The increase in family commitment for men means additional family responsibilities for them which tend to reduce family activities for women. Meanwhile, this reduces the difference in family responsibilities between males and females. Also, this means that family responsibilities are now of concern to men as it has been to women.

5.2.2 Work-family conflict and psychological strain

The second hypothesis predicted that work-family conflict will positively predict psychological strain. Work-family conflict was found to have a significant effect on psychological strain. Hence, hypothesis two (2) was supported. The present findings are in support of findings from other studies that also reported a significant impact of work-family and

psychological strain. For instance, in a meta-analysis conducted by Allan et al. (2000), using 14 cross-sectional studies revealed a significant impact of WFC and psychological strain. Similarly, the work of Kalliath and Kalliath (2013) demonstrates a significant impact of work and family conflict on psychological strain among social workers. Further, studies conducted by Panatik and colleagues (2012) show a positive association between work-family conflict and stress dimensions and psychological strain among university staff in Malaysia.

Further, the findings lend support to the perspective of Conservation of Resources Model (Hobfoll, 1989). According to this model, stress is caused by loss or threat of resources. And resources are lost or become under threat due to work and family distress which drains resources. Based on the model, the inability to cope with the losses could cause symptoms of psychological distress such as anxiety, work and family strain, life distress, lack of physical health. In order to reduce the severity of the losses, the individual may decide to leave the work. Basically, the results of the current study demonstrate that work and family conflict affect psychological wellbeing among personnel of the Ghana armed forces and this adversely affects and threatens their resources which may eventually lead to psychological strain.

5.2.3 Moderation effects of Social support on work-family conflict and psychological strain

The third hypothesis predicted the moderation effects of social support on the relationship between work-to-family conflict and psychological strain. The sources of support measured include: organization, co-workers, supervisor and family. Findings from the quantitative results indicate that the interaction between work-family conflict, social support and psychological strain was not significant. Though, the hypothesis was not supported, social support was negatively related to work-family conflict. The findings are consistent with the work of Muasya (2010). The work of Sieger and Wiese (2009) demonstrated that there was no

significant interaction effect on the relationship between social support, work-family conflict and work strain. Also, the work of Brough and Pears (2004) revealed that social support has no interaction effect between work role and psychological wellbeing among employees. Similarly, the work of Lee and Hong (2005) showed that support from family members and co-workers have no moderation effect on conflict at work and family. Also, the work of Brough and Pears (2004) demonstrated that support from supervisor was strongly and positively related to job satisfaction and also improved work outcomes satisfaction. This suggests that employees may have a pattern of effective practices in reducing the magnitude of conflict at work and home.

There are also other possibilities for the present results. First, the results on social support from (family members, co-workers, organization and supervisor) may not be related to the experience of conflict both at home and at workplace experience by personnel. Siegel and Wiese (2009) assert that the impact of social support on WFC may vary overtime as a result of the various kinds and sources of support received by employees. Carlson and Perrewé (1999) claim that most studies have found either no evidence of the moderation effect of social support on work-family conflict or mixed results.

5.2.4 The moderation effects of social support on family-work conflict and psychological strain

The prediction that social support will moderate the relationship between family-work conflict and psychological strain was not supported. The findings are consistent with the work of Lee and Hong (2005), which demonstrated that support from family members and co-workers has no moderation effect on conflict at home.

There are several ways of interpreting this result. First, the measuring instrument which was designed and used to assess social support may not be related to the support received by

personnel or the instrument may have neglected some essential elements participants regard as important. Empirical studies indicate that though the family may be a resource in buffering the effect of work and family conflict, but can also cause tension and stress as well (Dolan & Ender, 2008). This clearly showed that the family influences can significantly lead to support and stress simultaneously. Because relatives sometimes create more tension to the individual rather than help. Also, the results on social support from family members, co-workers, organization and supervisor may not be related to the experience of conflict at home by personnel or social support may not have a direct influence in moderating the relationship between family-work conflict and psychological strain.

5.2.5 Rank and the experience of time-based work-family conflict

As expected, the hypothesis that junior rank military officers would experience higher effect of time-based work-family conflict than senior rank officers was supported. The findings showed significantly higher levels of time-based work-family conflict among junior rank officers' than senior officers. This suggest that time spent at work roles interfere with junior officers' personal life. However, senior officers have been working for so long and probably learned to manage work demands and family life. Therefore, junior officers need to learn to adapt to work and family responsibilities. This supports previous studies by Goodwin et al. (2015), who found that the prevalence of common mental disorders was higher among lower rank personnel than higher rank officers.

The work of the military involves high level of time pressure which may probably increase the level of stress. Military officers especially junior rank offers perform duties throughout the week in addition to public holidays in which they are expected to work at the expense of time schedule. Most often they are expected to be available within the working week

24 hours a day scheduled. With the commitment of time demands at work place may leave officers virtually little time to meet nonwork activities. This leaves officers to worry due to time pressure as they perceived the family a significant component of their lives. According to Frone (2003), this may directly lead to negative spillover and depletion of resources which may affect the individual's ability to meet nonwork demands as a result of work obligations. Employees may feel dissatisfied for not being able to meet the demands of family activities due to time and energy required in the domain of work. A source of stress emanating from multiple roles causing role conflict. The inability to meet these demands lead to anxiety and frustration experienced by employees in juggling with how to resolve the conflict (Hammer, Huang, Neal, & Perrin, 2004).

Moreover, the challenging nature of military occupation is always characterized by factors such as high work and time pressure, lack of work flexibility and autonomy, staff shortages, time demands and lack of managerial support thereby negatively affect job satisfaction, job stress which can have a significant negative impact on psychological strain. Officers overburden themselves with work which causes strain and inability to attend to personal activities. The significant impact of strain has been proven by several researchers, such as (Amstad, 2011; Kalliath & Kalliath, 2013). Strain does not have a detrimental effect only on the individual but on the family and organization as well (Lambert et al., 2016). The effect of strain on both individual and the organization may not be considered as an individual's problem but also the organization as well. This affects the individual employee psychologically, mentally, and physically (Jamadin et al., 2015). On the other hand, to the organization strain affects it indirectly and directly thus it impedes work performance and productivity. Therefore, institutions need to develop several strategies in dealing with work strain.

5.3 Theoretical and Practical Implications

From a theoretical perspective, the present study investigates work-family conflict and its impact on the psychological well-being among Ghana Armed Forces personnel. Role theory helps to explain the occurrence of role conflict when dealing with multiples roles and its significant impact on individual well-being. Findings of the current study also support the use of conservation of resource model in explaining the relationship between work-family conflict on psychological strain. Based on the results of the current study, several practical implications can be offered. This study shows that work-family conflict positively influences psychological strain.

It is therefore important for organizations to consider not only ways to reduce conflict but also to develop strategies for enhancing employee's well-being. In other words, the military organizations may explore other work arrangements such as job flexibility, job autonomy, reduction in work perception, decrease workloads, limit the number of hours armed forces personnel spend at work, and encourage support from coworkers in completing tasks assigned to officers as a way of reducing work-family conflict. Other studies indicate that the availability of family-friendly policies reduced the effect of WFC and work stress (Huffman & Youngcourt, 2005). As suggested by Boyar et al. (2008), the effect of conflict from the domain of work and nonwork activities can be reduced if organizations adopt family-friendly programs which can help employees balance the demands of work and family. Brough et al. (2005) postulate that, a way of improving the psychological well-being of employees within both work and nonwork domains is the provision of workplace supportive practices. Supervisors may also play a significant role in reducing the impact of conflict by demonstrating their support and sensitivity towards employees managing multiple roles and also assist in promoting family supportive organizational culture (McNall, Nicklin & Masuda, 2010).

Considering the collectivist cultural nature of Ghanaian societies, strategies should be developed within the work-family arena by organizations in resolving the work-family phenomena on family structures, economic situations, cultural practices as well as social institutions. As indicated by Poelemans, Kalliath & Brough, (2008) that it is important to note that the psychological wellbeing of employees cannot be improved by reducing conflict at workplace and the family but through implementation of policies that are family-friendly to mitigate the impact of conflict at home and at the workplace. And that these policies should be based on the cultural, environmental and socio-economic context of the organization.

Also, measures should be put in place by the organization to reduce the perception of work demands and other antecedents of work and family conflict on strain. Hence, the institution should consider organizing workshops and seminars to create the awareness of WFC and its effects on officers' health and possible ways of reducing these significant effects. This finding will also suggest that the Ghana Armed Forces organization should find a way of making military personnel work in a more manageable context to help reduce personal conflict.

5.4 Limitation

Generalization of the findings cannot be made outside the population of study (Armed Forces Personnel), because the military work environment is totally different from that of the civilian. Also, the scales adopted for the study were from Western cultural values and concepts of work-family conflict, hence inability to measure the culture of Sub-Saharan African. Notably, the experience of work-family conflict by individuals from different cultural context vary (Annor, 2016). According to Aryee (2005), African culture obligations may be considered as conflict in the West but in Africa work is considered as a family benefits whiles work is considered as a

family sacrifice in the West. Also, the sample only included Armed Forces personnel in Accra and Burma Camp to be precise and did not include all personnel in the Greater Accra Region, and thus it may not be generalizable to all armed forces personnel in all parts of the country.

5.5 Suggestion for future research

Future studies need to proceed further to investigate the experience of work-family conflict among all employees within the Ghana Armed Forces including civilian employees since they work within the Armed Forces and may also report work stress as well. Also, large sample size should be considered in a future research. However, there was relatively small biases with regards to the sample size. The number of males were more than that of females which made the response rate to be bias. Hence, the sample should be even in terms of gender in order to understand the concept of work-family conflict better among Ghana Armed Forces personnel. Also, more objectives should be considered, and all the demographic variables should be tested. Future studies should consider job satisfaction and turnover intentions. Additional studies are also needed to determine the different dimensions and forms of conflict at home, workplace and possible causes and consequences among personnel of the Ghana Armed Forces.

5.6 Conclusion

This study examined workplace and family conflict and psychological strain among personnel of the Ghana Armed Forces. The outcome of the study reveals the existence of conflict at home and workplace with its impact on psychological strain among Armed Forces personnel. Six sub-scales were examined and time-based conflict predicted psychological strain. Junior officers were also found to experience more time-based conflict than senior officers. Hence, for

the quantitative social support did have a negative impact on psychological strain but did not moderate the relationship between work-family conflict and psychological strain. Likewise, the qualitative results revealed that personnel in the Ghana Armed Forces received support from the organization, family, friends, coworkers, supervisor and domestic housekeepers.

Findings of the present study suggest that the work environment of military personnel contributes to the effects of conflict at the workplace and family. High job expectation, insufficient time, work overload, work stress and deployment contributed to the amount of perceived stress among personnel of the Ghana armed forces. Workplace and family conflict are the most important predictor of job stress which lead to psychological strain.

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APPENDICES

APPENDIX I

ETHICAL CLEARANCE



UNIVERSITY OF GHANA ETHICS COMMITTEE FOR THE HUMANITIES (ECH)

P. O. Box LG 74, Legon, Accra, Ghana

My Ref. No.....

1st November, 2017

Ms. Suda Mohammed Nasirdeen
Department of Psychology
University of Ghana
Legon

Dear Ms. Nasirdeen,

ECH 049/17-18: WORK-FAMILY CONFLICT AND PSYCHOLOGICAL STRAIN EXPERIENCES AMONG MILITARY PERSONNEL IN GHANA

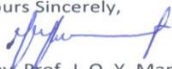
This is to advise you that the above reference study has been presented to the Ethics Committee for the Humanities for a full board review and the following actions taken subject to the conditions and explanation provided below:

Expiry Date:	31/05/18
On Agenda for:	Initial Submission
Date of Submission:	18/09/17
ECH Action:	Approved
Reporting:	Quarterly



Please accept my congratulations.

Yours Sincerely,


Rev. Prof. J. O. Y. Mante
ECH Chair

CC: Dr. Maxwell Asumeng, Department of Psychology, University of Ghana.

APPENDIX II

CONSENT FORM

UNIVERSITY OF GHANA



Ethics Committee for Humanities (ECH)

Official Use only Protocol number
--

PROTOCOL CONSENT FORM

Section A- BACKGROUND
INFORMATION

Title of Study:	WORK-FAMILY CONFLICT AND PSYCHOLOGICAL STRAIN: A STUDY IN THE GHANA ARMED FORCE
Principal Investigator:	SAUDA MOHAMMED NASIRDEEN
Certified Protocol Number	

Section B- CONSENT TO PARTICIPATE IN
RESEARCH

General information about Research

The study aims at investigating work-family conflict and psychological the well-being among personnel of the Ghana armed forces. It will examine the relationship between work-family life and the level of psychological distress among military personnel, social support as well as determine the coping strategies use by these personnel. The outcome of this study will inform policies to improve service delivery. It is anticipated that findings will advise programs to safeguard the wellbeing of professionals and family caregivers. Results of this study will also lay a foundation for future researches on the subject and add to the few studies done on work-family conflict in Ghana

The study will require that you fill four different questionnaires on work-family conflict, family-work conflict, psychological strain, social support as well as coping strategies. In total you require about, 15 minutes to complete the questionnaires.

Benefits/Risk of the study

There is no risk associated with this study. As such, all that is required of you is your availability and patience for your responses.

Actually, this study was not designed to benefit you directly, however, participation of this study will enhance our understanding of the impact of work-family conflict and psychological strain: experiences among military personnel. Understanding work-family issues and psychological distress among military personnel will provide some information for understanding the impact of WFC and FWC on psychological wellbeing of army personnel, thereby assist in developing strategies for integrating work and family at the national, organizational, family, and community level.

Confidentiality

You are highly assured that your response will be kept confidential. In line with this, though it is meant for academic purpose, your consent to this study implies making the findings available to the general public in academia.

Compensation

Due to the academic nature of this research presently, no rewards would be given, however, any expenses made for the sake of this research such as transportation would be compensated.

Withdrawal from the study

It is important to note that you are not under obligation to participate in this study. Thus, your participation is highly respected and voluntarily. In the course of participating in the study and you wish to withdraw your participation, you can do so. As such, you will by no means be affected after you withdraw your participation from the study.

Contact for additional information

You can contact the following for any answers to any questions about the research.

Sauda Mohammed Nasirdeen. Post office box 382, Newtown Accra. Contact: +233 0244889882 Also, if you have any questions about your rights as a research participant in this study, you may

contact the Administrator of the Ethics Committee for Humanities, ISSER, University of Ghana at ech@isser.edu.gh/ech@ug.edu.gh or 00233-303-933-866.

Name of volunteer

Date

Signature or mark of volunteer

If volunteer cannot read the form themselves, a witness must sign here:

I was present while the benefits, risks and procedures were read to the volunteer. All questions were answered and the volunteer has agreed to take part in the research.

Name of witness

Signature of witness

I certify that the nature and purpose of, the benefits, and possible risk associated with participating in this research have been explained to the above individual.

Sauda Mohammed Nasirdeen

Name of Person Who Obtained Consent.

18th September, 2017

Date

Signature of Person Who Obtained Consent

APPENDIX III



General Headquarters
Personnel Administration
Ghana Armed Forces
BURMA CAMP

Accra 776474

2 March 2018

GHQ/6368/PS1

The Lecturer & Supervisor of Ms SM Nasirdeen
University of Ghana
Department of Psychology
School of Social Sciences
Legon

Dear Sir,

**PROPOSAL TO CONDUCT ACADEMIC RESEARCH
WITH EMPLOYEES OF THE GHANA ARMED FORCES
MS SAUDA MOHAMMED NASIRDEEN**

Reference your letter dated 12 February 2018, I write to inform you that approval has been granted for the above-named applicant from your institution to conduct a research on "Work-family conflict and psychological strain experiences among personnel of the Ghana Armed Forces".

It is requested that she make direct contacts with the Units of the Ghana Armed Forces in order to arrange for appropriate dates and timings for her to conduct the research. She is to submit signed copies of the research work to this Department and GHQ (DI) for retention.

Counting on your usual co-operation.

Yours faithfully,

A handwritten signature in black ink, appearing to be "RE WOANYA".

RE WOANYA
Colonel
for Director General Personnel Administration

- 5) To what extent can you count on your supervisor/colleagues/spouse/extended family/domestic worker to back you up when you have difficulty combining work and family responsibilities?
- 6) How would you describe the effect of your military career on your family life in general?
- 7) How would you describe the effect of your military career on your social life?
- 8) How satisfied are you that your supervisor provides constructive feedback on performance?
- 9) What are your experiences in combining work and family responsibilities?
- 10) What coping strategies do you employ?
- 11) What coping strategies or support does the organization offer you?

APPENDIX V

Questionnaires

Section A: Demographic Characteristics

PERSONAL DATA

For each of the following questions, please fill in the blank or check the appropriate space. These questions deal with different aspects of yourself, your job, and your living situation which may be related to your experience with balancing your work and family life

Age Range: 20-35 [] 35-45 [] 45-65 []

Gender/Sex: M [] F []

Marital Status: Single [] Separated, Divorced [] Widowed [] Married []

Level of Education: Primary [] Senior Secondary school [] Tertiary [] Postgraduate degree [] Any other [] (please specify)

Number of dependents [children]: 1-5 [] Above 6 []

What is your religious background? Christian [] Moslem [] Traditional [] Any other []

(please specify)

What is your Rank?

How long have you been engaged in this profession? Below 2 years [] 2–5 years [] Above 5 years []

INSTRUCTIONS

Please, answer the questions as completely and honestly as possible. As military personnel attempt to combine work and family responsibilities, they encounter some challenges / tensions. This study seeks to understand your experiences at work and home and how you ensure that both work and home are running smoothly. Given below are number of statements on work-family conflict. Please read them carefully and tick the appropriate answers

Work - family conflict	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My work keeps me from my family activities more than I would like.	1	2	3	4	5
2. The time I must devote to my job keeps me from participating equally in household responsibilities/activities.	1	2	3	4	5
3. I have to miss family activities due to the amount of time I must spend on my job responsibilities.	1	2	3	4	5
4. When I get home from work I am often too tired to participate in family activities/responsibilities.	1	2	3	4	5
5. I am often so emotionally drained when I get home from work that prevents me from contributing to my family.	1	2	3	4	5
6. Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy.	1	2	3	4	5
7. The problem-solving behaviors I use in my job are not	1	2	3	4	5

effective in resolving problems at home.					
8. The demands of my work interfere with my family life	1	2	3	4	5
9. The behaviors I perform that make me effective at work do not help me to be a better parent and spouse.	1	2	3	4	5

Family-work conflict

Family-work conflict						
	SD	D	N	A	SA	n/a
10. Because I am often stressed from family responsibilities, I have a hard time concentrating on my work responsibilities.	1	2	3	4	5	n/a
11. The problem -solving behavior that works for me at home does not seem to be useful at work.	1	2	3	4	5	n/a
12. Tension and anxiety from my family life often weakens my ability to do my work.	1	2	3	4	5	n/a

13. Due to stress at home, I am often preoccupied with family matters at work.	1	2	3	4	5	n/a
14. The time I spend on family responsibilities often interfere with my work responsibilities.	1	2	3	4	5	n/a
15. The behaviors that work for me at home do not seem to be effective at work.	1	2	3	4	5	n/a
16. Behavior that is effective and necessary for me at home would be counterproductive at work.	1	2	3	4	5	n/a
17. The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career.	1	2	3	4	5	n/a
18. I have to miss work activities due to the amount of time I must spend on family responsibilities.	1	2	3	4	5	n/a

Psychological strain

	SD	D	N	A	SA	n/a

1.	I have been able to concentrate on whatever am doing.	1	2	3	4	5	n/a
2.	I have been feeling reasonably happy.	1	2	3	4	5	n/a
3.	Am losing confidence in myself.	1	2	3	4	5	n/a
4.	Am thinking of myself as a worthless person.	1	2	3	4	5	n/a
5.	I felt that I couldn't overcome my difficulties.	1	2	3	4	5	n/a
6.	I have been able to face up to my problems.	1	2	3	4	5	n/a
7.	I lost much sleep over worry.	1	2	3	4	5	n/a
8.	I felt constantly under strain.	1	2	3	4	5	n/a
9.	I felt am playing a useful part in things.	1	2	3	4	5	n/a
10.	I have been feeling unhappy and depressed	1	2	3	4	5	n/a
11.	I have been able to enjoy day- a to-day activities.	1	2	3	4	5	n/a
12.	I felt that am capable of making decisions about things.	1	2	3	4	5	n/a

Work and Family Support

<i>This section seeks your opinion about whether you can rely on support from your family (i.e., spouse and children), relatives (or extended family) and workplace (co-workers and supervisor/boss). Please circle "n/a" if a statement does not apply to you.</i>						
	S	D	N	4	5	
1. If my job gets very demanding, someone in my family will take on extra household responsibilities.	1	2	3	4	5	n/a
2. I can depend on members of my family to help me out when I'm running late for work.	1	2	3	4	5	n/a
3. I look to family members for reassurance about my job when I need it.	1	2	3	4	5	n/a
4. My family helps me feel better when I'm upset about my job.	1	2	3	4	5	n/a
5. My family often provides a different way of looking at my work-related problems.	1	2	3	4	5	n/a
6. Someone in my family helps me by running errands when necessary.	1	2	3	4	5	n/a
7. I can count on my relatives to help me in a crisis situation, even if they would have to go out of their way to do so.	1	2	3	4	5	n/a
8. I can depend on my relatives when I need help at home (e.g., with childcare).	1	2	3	4	5	n/a
9. My relatives are willing to listen to my personal problems.	1	2	3	4	5	n/a
10. My co-workers are sympathetic to my family-related problems.	1	2	3	4	5	n/a
11. I can rely on my co-workers to handle my work responsibilities when I have unanticipated demands at home.	1	2	3	4	5	n/a

12. My co-workers are willing to listen to my personal problems.	1	2	3	4	5	r / a
13. My supervisor/boss is fair and does not show favouritism in responding to employees' personal or family needs.	1	2	3	4	5	r / a
14. My supervisor/boss understands me when I need to take time off work to take care of family issues.	1	2	3	4	5	r / a
15. I can rely on my supervisor/boss to make sure my work responsibilities are handled when I have unanticipated family demands.	1	2	3	4	5	r / a
16. My supervisor/boss is sympathetic towards my family-related responsibilities.	1	2	3	4	5	r / a
17. My supervisor/boss gives me useful suggestions and advice in order to get through difficult times.	1	2	3	4	5	r / a
18. My supervisor/boss makes me feel comfortable bringing up my personal or family issues.	1	2	3	4	5	r / a
19. Employees are given ample opportunity to perform both their job and their personal responsibilities well	1	2	3	4	5	r / a
20. It is assumed that the most productive employees are those who put their work before their family life	1	2	3	4	5	r / a
21. The way to advance in this occupation is to keep nonwork matters out of the workplace	1	2	3	4	5	r / a
22. Attending to personal needs, such as taking time off for sick children is frowned upon.	1	2	3	4	5	r / a
23. Expressing involvement and interest in nonwork matters is viewed as healthy.	1	2	3	4	5	r / a

APPENDIX VI
RELIABILITY OF STUDY VARIABLES

Scale: WORK FAMILY CONFLICT

Reliability Statistics

Cronbach's Alpha	N of Items
.864	9

Scale: FAMILY WORK CONFLICT

Reliability Statistics

Cronbach's Alpha	N of Items
.798	9

Scale: PSYCHOLOGICAL STRAIN

Reliability Statistics

Cronbach's Alpha	N of Items
.634	12

Scale: SOCIAL SUPPORT

Reliability Statistics

Cronbach's Alpha	N of Items
.875	23

APPENDIX VII
DESCRIPTIVE STATISTICS FOR THE STUDY VARIABLES

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
TOTAL_WFC	200	14.00	45.00	29.9750	6.95458	-.210	.172	-.733	.342
TOTAL_FWC	200	9.00	39.00	23.1000	6.00502	.005	.172	-.245	.342
TOTAL_PS	200	12.00	71.00	36.8600	5.19667	1.321	.172	12.766	.342
TOTAL_SS	199	33.00	105.00	77.2412	12.34733	-.610	.172	.623	.343
Valid N (listwise)	199								

**APPENDIX VIII
REGRESSION OUTPUTS**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.329 ^a	.108	.094	4.95754	.108	7.877	3	195	.000
2	.339 ^b	.115	.092	4.96446	.007	.728	2	193	.484

a. Predictors: (Constant), TOTAL_SS, TOTAL_FWC, TOTAL_WFC

b. Predictors: (Constant), TOTAL_SS, TOTAL_FWC, TOTAL_WFC, FWC_SS, WFC_SS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	580.783	3	193.594	7.877	.000 ^b
	Residual	4792.554	195	24.577		
	Total	5373.337	198			
2	Regression	616.689	5	123.338	5.004	.000 ^c
	Residual	4756.648	193	24.646		
	Total	5373.337	198			

a. Dependent Variable: TOTAL_PS

b. Predictors: (Constant), TOTAL_SS, TOTAL_FWC, TOTAL_WFC

c. Predictors: (Constant), TOTAL_SS, TOTAL_FWC, TOTAL_WFC, FWC_SS, WFC_SS

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	30.460	2.886		10.554	.000
	TOTAL_WFC	.117	.058	.156	2.010	.046
	TOTAL_FWC	.189	.067	.218	2.825	.005
	TOTAL_SS	-.019	.029	-.044	-.654	.514
2	(Constant)	30.199	2.937		10.283	.000
	TOTAL_WFC	.111	.058	.149	1.906	.058
	TOTAL_FWC	.189	.067	.218	2.806	.006
	TOTAL_SS	-.013	.030	-.032	-.451	.653
	WFC_SS	-.002	.005	-.038	-.465	.643
	FWC_SS	.006	.005	.096	1.190	.236

a. Dependent Variable: TOTAL_PS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.315 ^a	.099	.095	4.94450	.099	21.816	1	198	.000
2	.389 ^b	.151	.125	4.86209	.052	2.354	5	193	.042

a. Predictors: (Constant), TIME_BASED_FWC

b. Predictors: (Constant), TIME_BASED_FWC, TIME_BASED_WFC, BEHAVIOR_BASED_FWC, STRAIN_BASED_FWC, BEHAVIOR_BASED_WFC, STRAIN_BASED_WFC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	533.351	1	533.351	21.816	.000 ^p
	Residual	4840.729	198	24.448		
	Total	5374.080	199			
2	Regression	811.570	6	135.262	5.722	.000 ^c
	Residual	4562.510	193	23.640		
	Total	5374.080	199			

a. Dependent Variable: TOTAL_PS

b. Predictors: (Constant), TIME_BASED_FWC

c. Predictors: (Constant), TIME_BASED_FWC, TIME_BASED_WFC, BEHAVIOR_BASED_FWC, STRAIN_BASED_FWC, BEHAVIOR_BASED_WFC, STRAIN_BASED_WFC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	32.464	1.004		32.336	.000
	TIME_BASED_FWC	.630	.135	.315	4.671	.000
	(Constant)	29.204	1.729		16.893	.000
	TIME_BASED_FWC	.520	.165	.260	3.158	.002
2	TIME_BASED_WFC	-.167	.181	-.089	-.920	.359
	STRAIN_BASED_WFC	.325	.191	.177	1.702	.090
	BEHAVIOR_BASED_WFC	.366	.205	.167	1.783	.076
	STRAIN_BASED_FWC	.020	.172	.010	.116	.908
	BEHAVIOR_BASED_FWC	-.141	.177	-.066	-.797	.427

a. Dependent Variable: TOTAL_PS

APPENDIX IX
INDEPENDENT t TEST OUTPUTS

Group Statistics

	GENDER	N	Mean	Std. Deviation	Std. Error Mean
TOTAL_PS	male	142	37.0282	5.75251	.48274
	female	58	36.4483	3.49020	.45829

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
TOTAL_PS	Equal variances assumed	3.516	.062	.715	198	.475	.57989	.81080	-1.01903	2.17881
	Equal variances not assumed			.871	169.371	.385	.57989	.66563	-.73411	1.89389

Group Statistics

	RANK	N	Mean	Std. Deviation	Std. Error Mean
TIME_BASED_WFC	junior	124	10.5484	2.81215	.25254
	senior	75	9.7467	2.64623	.30556

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
TIME_BASED_WFC	Equal variances assumed	.257	.613	1.992	197	.048	.80172	.40242	.00812	1.59532
	Equal variances not assumed			2.022	163.676	.045	.80172	.39641	.01898	1.58446