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Work-Family Interference and Work Performance among Employed Single Mothers in Ghana: The Role of Self-Efficacy

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Abstract:

While Studies Examining The Relationship Between Work-To-Family Interference (Wfi), Family-To-Work Interference (Fwi) And Work Outcomes Have Been Inconclusive, The Potential Importance Of Contextual Factors In This Relationship Has Been Of Tremendous Importance To Researchers. In Spite Of This, Minimal Consideration Has Been Given To Individual Differences In The Work-Family Interference-Work Outcome Relationship. This Study Examined The Moderating Role Of Self-Efficacy In The Relationship Between Work-Family Interference (Wfi And Fwi) And Work Performance. Data Were Collected Using Self-Report Questionnaires From 240 Employed Single Mothers Undertaking Part-Time Undergraduate And Postgraduate Studies Across Universities In Ghana. Hypotheses Were Tested Using Multi-Group Structural Equation Modeling (Sem). While Wfi Related Negatively With Work Performance, Fwi Did Not. The Results Further Showed That Higher Work-To-Family Interference Was More Strongly Related To Lower Work Performance Among Individuals With Lower Self-Efficacy Than Individuals With Higher Self-Efficacy. It Is Recommended That Mangers Provide Counseling And Training Programmes That Could Enhance The Self-Efficacy Of Employees At The Workplace.

Keywords: *Work-family interference, work performance, employed single mothers, counseling, Ghana*

1. Introduction

Balancing the interconnection between work and family roles has been an interest of academic enquiry for the past three decades. This interest has been driven by the influx of women in the workforce, as well as the increase in the proportion of dual-earner families and single-parent households (International Labour Office, 2009). Work-family interference (work-family conflict and family-work conflict) occurs when the time devoted to performing one role (work or family) makes it difficult in participating in another.

Several studies have examined the effect of work-family interference on work related outcomes (e.g. Amstad, Meier, Fasel, Elfering, et al., 2011; Li, Bagger, & Cropanzano, 2017; Mukanzi & Senaji, 2017; Nimitha, Manoj, & Pramatha, 2017; Nohe, Michel, & Sonntag, 2014; Patel, Govender, Paruk, & Ramgoon, 2006; Roth & David, 2009; Shockley & Singla, 2011; Witt & Carlson, 2006). In spite of these important and landmark studies, the effect of work-family interference on work related outcomes is not clear, given that the results of these studies are mixed and inconclusive. While some studies have reported a positive effect of work-family interference on work outcomes such as performance, job involvement, and commitment others have reported otherwise (e.g. van Dyne, Jehn & Cummings, 2002; LePine, LePine, & Jackson, 2004; LePine, Podsakoff, & LePine, 2005; Li, Bagger, & Cropanzano, 2017; Roth & David, 2009; Wiley, 1987; Witt & Carlson, 2006; Yavas, Babakus & Karatepe, 2008; Zaman, Anis-ul-Haque, & Nawaz, 2014). This stresses the role that other factors could play in contributing to the understanding of the work-family interference–work outcome relationships.

This paper seeks to address three objectives: first, the paper seeks to add to literature by contributing to the debate on the relationship between work-family interference and work performance. Building on the perspectives from prior research (e.g. Amstad et al. 2011; Nohe, Michel, & Sonntag, 2014; Shockley & Singla, 2011; Witt & Carlson, 2006) this paper argues that constraints caused by work interfering with family and vice versa decreases the motivation and concentration to expend and maintain high levels of effort at work. Second, there have been recommendations (e.g. Allen, Herst, Bruck, & Sutton, 2000; Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005; Tubre & Collins, 2000) that future research on work-family interference should consider the role of personal and organisational factors as moderators in the work-family interference-performance relationship. Research evidence suggests that (e.g. Witt & Carlson, 2006; Zaman, Anis-ul-Haque, & Nawaz, 2014) certain moderators such as personality characteristics have been found to influence the work-family interference – work outcome relationship. However, several other moderators such as self-efficacy have not been empirically examined. Based on this, this study examined the moderating role of self-efficacy in the work-family interference-work performance relationship. Finally, much of the literature on work-family interference have come from data collected from dual-career families and

partnered working mothers in developed and Western economies (e.g. Robinson, Magee, & Caputi, 2016, Halbesleben, Wheeler, & Rossi, 2012), while neglecting other groups such as single parents and extended families in developing and non-Western economies (McManus, Korabik, Rosin, & Kelloway, 2002). This raises issues about the extent to which research on work-family interference may be applied in non-Western countries (Shaffer, Joplin, & Hsu, 2011; Westman, 2005; Yang, 2005). The few studies that have been conducted in non-Western economies have concentrated on Asian countries (e.g. Zhang, Griffeth, & Fried, 2012; Aryee, Srinivas, & Tan, 2005; Lu, Siu, Spector, & Shi, 2009). This study tests a research model using data collected from employed single mothers in a Ghanaian context. Using data among single mothers in sub-Saharan Africa will help provide a comprehensive knowledge on the work-family interference literature, better understand the contextual influences that shape the operation of work-family interface and thereby help ascertain the generalization of findings in the predominantly Western literature Aryee (2005).

2. Literature Review and Hypotheses

Figure 1 shows a model of the relationships among the concepts used in the study. The foundation of the model is based on the conservation of the resources (COR) theory. The COR theory is based on the idea that threat of or actual loss of resources (i.e. personal characteristics, objects, and energies) would push the individual to engage in efforts to avoid further loss and these choices may impact performance (Grandey & Cropanzano, 1999; Hobfoll, 2001). Based on the conservation of resources (COR) theory, this study posits that higher levels of work-family interference (WFI) and family-work interference (FWI) will lead to reduced levels of individual work performance. The literature on work-family interference suggests that problems associated with one domain (e.g. family) spillover to the other domain (e.g. work) (Williams & Alliger, 1994), and detract from the limited resources (e.g. time, energy) people have in fulfilling their multiple roles (Hobfoll, 1989). The model further posits that an individual's level of self-efficacy in dealing with work-family interference determines the strength and the direction of the relationship between work-family interference and their performance.

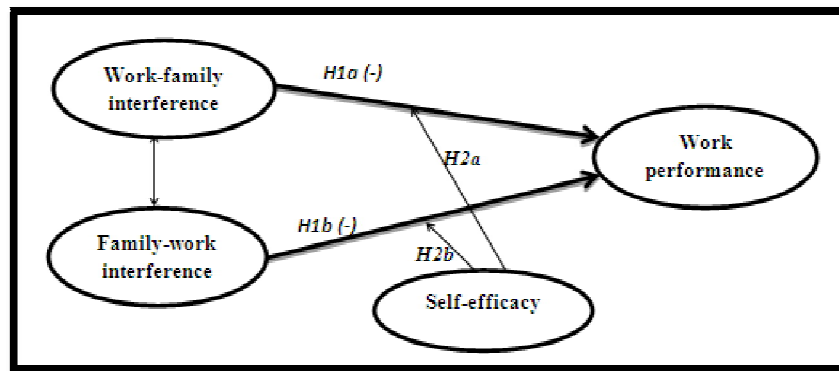


Figure 1: Research Model and Hypotheses
The Minuses in Parenthesis Represent the Direction Of The Hypothesized Relationships.

2.1. Work-Family Interference

Research on work-family interference has been largely based on role theory (Byron, 2005). According to Khan, Wolfe, Quinn, Snoek, and Rosenthal (1964) roles are the result of the anticipations of others about what is proper behaviour in a particular position. Role conflict results when there is simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make more difficult compliance with the other (Kahn et al., 1964). Work-family interference occurs when the time devoted to the requirements of; the strain from participating in; and the specific behaviour required by one role makes it difficult to fulfill the requirements of another (Greenhaus & Beutell, 1985; Netemeyer, Boles, & McMurrian, 1996). Research suggests that work-family interference is bi-dimensional. The first dimension which is work-family interference refers to situations where one needs to forgo work responsibilities in order to attend to family duties (Frone & Cooper, 1992). The second dimension, family-work interference occurs when participating in family duties makes it more difficult to participate in work roles (Voydanoff, 2005) These two dimensions are also interrelated and not distinct from each other (Clark, 2000). Both forms of interference have been found to be related to emotional exhaustion, performance, life satisfaction, commitment, and turnover intentions (Allen, Herst, Bruck, & Sutton, 2000; Byron, 2005; Zhang, Griffeth & Fried, 2012)

2.2. Work-Family Interference and Individual Work Performance

The literature on work performance describes the concept as a behaviour as well as achieving results (Borman & Motowidlo, 1993; Campbell, 1994; Viswesvaran & Ones, 2000). For example, whiles Campbell (1994) defines work performance as behaviours or actions that are relevant to the goals of the organization, Viswesvaran & Ones (2000), defines work performance as scalable actions, behaviour and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals. Work-family interference as a role stressor has been seen to have a hindrance (negative) or challenge (positive) effect on work performance. For instance, LePine et al. (2005) and Lazarus, 1999) have argued that the appraisal of any stressor reflects two dimensions. The first dimension has to do with threat or hindrance.

Researchers who believe in this stream of idea believe that stressors are detrimental to performance (e.g. Allen, Hitt, & Greer, 1982; Bellavia & Frone, 2005). The second dimension is associated with challenge, and these streams of researchers argue that stressors are positively related to performance (e.g. Beehr, Jex, Stacy, & Murray, 2000; LePine et al., 2005; McGrath, 1976). Theoretical arguments have been provided to support the negative relationship between the hindrance-based stressors and performance. First, stress leads to potential or actual loss of resources. This loss of resources may lead to negative outcomes such as dissatisfaction, anxiety, depression and physiological tensions (Grandey & Cropanzano, 1999). Therefore, as resources reach minimally acceptable levels, employees withhold effort in order to conserve personal resources and accept a decrease in performance. Second, high levels of stressor are invariably associated with involuntary physiological responses that interfere with performance (Lazarus, 1999; Motowidlo, Packard, & Manning, 1986) Empirical evidence indicates that work-family interference as a role stressor is negatively related to work performance (e.g. Aminah, 2008; Patel, Govender, Paruk, & Ramgoon, 2006; Witt & Carlson, 2006; Zaman, Anis-ul-Haque, & Nawaz, 2014).

H1: Work-family interference is negatively related to individual work performance. Thus, employed single mothers who report high levels of work-family interference are less likely to perform.

H2: Family work interference is negatively related to individual work performance. Thus, employed single mothers who report high levels of family-work interference are less likely to perform.

2.3. Self-Efficacy as A Moderator

Grounded in the social cognitive theory, Bandura (1997) defines self-efficacy as the belief in one's ability to succeed in specific situations or accomplish a task. According to Bandura (1997), such beliefs are expected to contribute, among other things, to individuals' cognitive strategies, their choice of behaviours, their affective states, and to their persistence when faced with obstacles. It is therefore possible that individuals with high levels of self-efficacy managing inter role interferences are more likely to experience less work-family interference, improved performance, and more satisfaction in both work and family domains than individuals with low levels of self-efficacy. As a personal resource, self-efficacy has been found to play a role in employees' or individuals experiences and managing work-family interference (e.g. Cinamon, 2008; Erdwins, Buffardi, Casper, & O'Brien, 2001; Hennessy & Lent, 2008 Lappierre., van Steenbergen, Peters, & Kluwer, 2015; Wang, Lawler, & Shi, 2010). For example, Cinamon (2008) suggested that self-efficacy is negatively related to both types of work-family conflict. Similarly, Wang et al. (2010) found self-efficacy to be negatively related to work family conflict among employees in China and India.

H3: Self-efficacy in managing work-family interference moderates the relationship between work-family interference and work performance, such that the negative relationship is stronger for employed single mothers with lower self-efficacy than those with higher self-efficacy.

H4: Self-efficacy in managing work-family interference moderates the relationship between family-work interference and individual performance such that negative relationship is stronger for employed single mothers with lower self-efficacy than those with higher self-efficacy.

3. Methods

3.1. Sample

Data were collected from 240 employed single mothers pursuing part-time undergraduate and postgraduate courses in universities in Ghana. In a review of research on work-life balance McDonald, Burton, and Chang (2007) noted that the sampling choices in the work family interference literature have overly relied on a certain category of respondents. Other researchers have also noted that much of the literature on work-family interference has disproportionately focused on respondents such as married couples (e.g. Halbesleben, Wheeler, & Rossi, 2012) and partnered working mothers (e.g. Robinson, Magee, & Caputi, 2016), to the neglect of groups such as single sex parent (e.g. McManus, Korabik, Rosin, & Kelloway, 2002). Kossek and Ozeki (1998) similarly called for more consistency and robustness in measurement, and better sampling techniques in work-family interference research. This study enhances the literature of work -family interference by targeting employed single mothers. Out of the 240 respondents used in the study, 79 representing 33% of the respondents were in managerial positions whilst 67% were in non-managerial positions. The mean age was 28 years. Majority of the respondents (70%) had two or more children.

3.2. Measures

3.2.1. Work-Family Interference

Work-family interference was measured using the multidimensional work-family conflict scale developed by Carlson, Kacmar, and Williams (2000). This scale has been validated and found to be applicable in measuring work-family interference among Ghanaian employees (Annor & Amponsah-Tawiah, 2017). The scale contains 18 items with six dimensions (i.e. time, strain, and behaviour based work-family conflict (WFC); and time, strain, and behaviour based family-work conflict (FWC)). Sample items on the scale are: "My work keeps me from my family activities more than I would like;" "When I get home from work I am often too frazzled to participate in family activities/ responsibilities;" "The time I spend on family responsibilities often interfere with my work responsibilities;" and "The behaviours that work for me at home do not seem to be effective at work;". The alpha coefficients for the six dimensions in this study were time-based WFC = .86; time-based FWC = .79; strain-based WFC =

.74; strain-based FWC = .70; behaviour-based WFC = .72; behaviour-based FWC = .70. The overall alpha coefficient for WFC was .89 and that of FWC was .84.

3.2.2. Work Performance

The 14-item generic individual work performance questionnaire (IWPO) developed by Koopmans, Hildebrandt, van Buuren, et al. (2012) was used to assess work performance in this study. The questionnaire contains three (3) subscales. The first subscale is a 4-item scale that measures task performance (TP). It was scored on 5-point scale (0 = seldom; often=4). Sample items are: "I managed to plan my work so that it was done on time;" "I was able to separate main issues from side issues at work." The second subscale contains five (5) items and measures contextual performance (CP). Responses to items (e.g. "I started new tasks myself, when my old ones were finished;" "I worked at keeping my job knowledge up-to-date") were scored on a 5-point scale (0 = seldom; 4 = always). The third-dimension measure and contains five (5) items. Using a 5-point scale (0 = never; 4= often) respondents were asked to indicate the extent to which they engaged in a certain behaviours (e.g. "I complained about unimportant matters at work;" "I spoke with colleagues about the negative aspects of my work"). This study found a Cronbach alpha of .73 for this scale.

3.2.3. Self-efficacy

The self-efficacy for work-family conflict management scale (SE-WFC) was used to measure self-efficacy in this study. It was originally developed in by Cinamon (2003) in Hebrew and translated to English by Hennessy and Lent (2008). The scale contains 10-items. Half of the items measure self-efficacy to manage work-to-family interference (sample items are: "How confident are you that you could fulfill your job responsibility without letting it interfere with your family responsibilities?"; "How confident are you that you could manage incidents in which work life interferes with family life?") and the other half measure self-efficacy to manage family-to-work interference (sample items are: "How confident are you that you could succeed in your role at work although there are many difficulties in your family?"; "How confident are you that you could invest in your family role even when under heavy pressure due to work responsibilities?"). It is a 10-point scale ranging from (0 = complete lack of confidence to 9 = total confidence). An alpha coefficient of .79 was found for this scale.

3.2.4. Control variables

Age, number of children and work status were used as control variables. Work status and number of children were categorized into three groups. Age was categorized into five groups. These variables have been found to influence work-family conflict (Jain & Nair, 2016)

4. Data analysis

Data were analysed using maximum likelihood procedure in IBM AMOS ver. 24 (Blunch, 2008; Jackson & Gillapsy, 2009; Little & Rubin, 1987). The two-step procedure proposed by (Anderson and Gerbing, 1988) was followed in analyzing the data. First, construct validity of the measurement models was assessed with multi-sample confirmatory factor analysis (MCFA). Second, hypotheses were tested with structural equation modeling (SEM). Table 1 shows the means, standard deviations, inter-correlation matrix, and reliability estimates of the variables used in the study. The control variables were not included when testing hypotheses because they did not exhibit zero-order correlations with the dependent variable (work performance) Based on the recommendations of Hair, Black, Babin and Andersosn (2010) and Hu and Bentler (1999), multiple fit indices, including the χ^2/df , the Root Mean Square Error of Approximation (RMSEA), Standardized Root Mean Square Residual (SRMR), and the Comparative Fit Index (CFI) were used to test the fit of the measurement and structural models.

Variable	Mean	SD	1	2	3	4	5	6	7
1. Age	2.39	1.09	-						
2. Number of children	1.75	0.77	-1.12	-					
3. Work status	2.13	0.76	0.07	-0.20*	-				
4. Work-family interference	29.29	11.46	0.07	0.27**	-0.16	(.89)			
5. Family-work interference	32.87	9.98	-0.67	0.10	0.03	0.53**	(.84)		
6. Self-efficacy	34.12	7.84	0.06	0.07	-0.10	-0.57**	-0.21**	(.79)	
7. Individual work performance	54.00	8.51	-0.12	-0.11	-0.11	-0.18**	-0.16*	-0.10	(.73)

Table 1: Means, Standard Deviations, Intercorrelation Matrix, and Reliability Estimates

Notes: * $p < .05$; ** $p < .01$; two-tailed test. The number in the parenthesis on the diagonal of the table is Cronbach's alpha estimates

5. Results

5.1. Measurement Model

Before testing the hypothesized structural model, the measurement model was tested to see if it had good fit (Anderson & Gerbing, 1988). The multi-group confirmatory factor analysis (MCFA) was used in testing the measurement

model. The sample was categorized into two groups (high self-efficacy and low self-efficacy). Group models were specified based on the six-stage invariance with the exception of error variance invariance testing process and estimated (Hair et al., 2010). Table 2 shows the model fit statistics for each model and the chi square differences test for each model comparison. Two separate confirmatory factor analysis (CFA's) were conducted for each of the groups. The results showed acceptable levels of model fit for both high self-efficacy group ($\chi^2 = 55.01$, $df = 23$; $p = .207$, RMSEA = .050; SRMR = .027; CFI = .959) and low self-efficacy group ($\chi^2 = 32.73$, $df = 23$; $p = .086$, RMSEA = .054; SRMR = .025; CFI = .966). The results further showed acceptable fit indices for configural invariance ($\chi^2 = 87.74$, $df = 69$; $p = .064$, RMSEA = .024; SRMR = .024; CFI = .976); metric invariance ($\chi^2 = 107.75$, $df = 87$; $p = .065$, RMSEA = .022; SRMR = .039; CFI = .974); scalar invariance ($\chi^2 = 108.20$, $df = 93$; $p = .113$, RMSEA = .023; SRMR = .037; CFI = .972); factor covariance invariance ($\chi^2 = 108.83$, $df = 95$; $p = .157$, RMSEA = .017; SRMR = .040; CFI = .982); and factor variance invariance ($\chi^2 = 116.65$, $df = 113$; $p = .388$, RMSEA = .008; SRMR = .043; CFI = .995).

Model tested	Model Fit Measures						Model Difference			Decision
	χ^2	df	p	RMSEA	SRMR	CFI	$\Delta\chi^2$	Δdf	p	
Separate groups										
HSE-ESMs	55.01	23	.207	.050	.027	.959				
LSE-ESMs	32.73	23	.086	.054	.025	.966				
Configural invariance	87.74	46	.064	.024	.024	.976				Accept
Metric invariance	107.75	87	.065	.022	.039	.974	20.01	18	.332	Accept
Scalar invariance	108.20	93	.113	.023	.037	.972	.45	6	.998	Accept
Factor covariance invariance	108.83	95	.157	.017	.040	.982	.63	2	.730	Accept
Factor variance invariance	116.65	113	.388	.008	.043	.995	7.82	18	.981	Accept

Table 2: Fit Indices for Invariance Tests For High and Low Self-Efficacy Employed Single Mothers

Note. HSE-Esms = High Self-Efficacy Employed Single Mothers; LSE-Esms = Low Self-Efficacy Employed Single Mothers

5.2. Descriptive Statistics and Zero-Order Correlations

Table 1 show the descriptive statistics and correlations among the variables used in the study. The results showed initial support for $H1$ and $H2$. Work-to-family interference related negatively with work performance ($r = -.18$, $p < .01$). Family-to-work interference also related significantly with performance ($r = -.16$, $p < .05$).

5.3. Test of Hypotheses

The structural model achieved acceptable levels of fit ($\chi^2 = 130.47$, $df = 120$; $p = .242$; RMSEA = .019; SRMR = .032; CFI = .962) as indicated in Table 3 and Table 4. Work-to-family interference negatively related with work performance ($\beta = .88$, $p < .01$). Thus, $H1$ was supported. However, family-to-work interference was not significantly related with work performance ($\beta = .13$, ns). Thus, the hypothesis that family-to-work interference is negatively related with work performance ($H2$) was not supported. To test $H3$ and $H4$ a two-group structural model based on self-efficacy (i.e. high and low) was used. First, a totally free multiple group model (TF) or configural variance was used to estimate an identical structural model in both groups simultaneously. The model fit statistics and path estimates for work-to-family conflict, family-to-work conflict and performance (WFI→work performance; FWI→work performance) are shown in Table 3 and Table 4. The second group model was estimated by constraining the WFI→work performance and FWI→work performance the path estimates to be equal in both groups. The models showed acceptable fit indices indicating their overall acceptability. The results showed support for $H3$. The chi square difference between the models was significant ($\Delta\chi^2 = 4.52/df = 1$; $p < .05$), indicating that the constrained path estimates WFI→work performance was worse fit (see Table 3). This shows that self-efficacy moderates the relationship between work-to-family interference and work performance. However, $H4$ was not supported as indicated in Table 3. The chi square difference between the unconstrained model and the constrained model was not significant ($\Delta\chi^2 = 0.57/df = 1$; ns).

Model fit						
	χ^2	df	RMSEA	SRMR	CFI	Model differences
Unconstrained group model	130.47	120	.019	.032	.962	4.52
Constrained group model	134.99	121	.022	.037	.949	1
Path estimates	(high self-efficacy group) = -.02*					
	(low self-efficacy group) = -.23*					

Table 3: Self-Efficacy as a Moderator in the Relationship Between Work -To- Family Interference and Work Performance

Model fit						
	χ^2	<i>df</i>	RMSEA	SRMR	CFI	Model differences
Unconstrained group model	130.47	120	.019	.032	.962	0.57
Constrained group model	131.04	121	.019	.034	.963	

Table 4: Self-Efficacy as a Moderator in the Relationship between Family-To-Work Interference and Work Performance

7. Discussion and Conclusion

This study examined the relationships between two separate dimensions of work-family interference (WFI and FWI) and work performance among employed single mothers. Work-to-family interference was found to have a significant negative relationship with work performance.

The finding that work-to-family interference is negatively related with work performance extends previous studies by demonstrating that the relationship also holds for employed single mothers in a non-Western economy. Contrary to the hypothesis stated in this study, family-to-work interference did not relate significantly with work performance. These findings are consistent with previous literature (e.g. Amstad et al. 2011; Shockley & Singla, 2011). Amstad et al. 2011; Shockley & Singla, 2011 both suggested that work-to-family interference is more strongly associated with work related outcomes than family related outcomes. The reason could be that single mothers blame the source of their interference on work role stress which might be preventing them from fulfilling their family role duties (Lapierre, Spector, Allen, Poelmans et al., 2008; Shockley & Singla, 2011).

The study also examined whether self-efficacy would moderate the relationship between both dimensions of work-family interference and work performance. The results revealed that the negative relationship between family-to-work interference was stronger for individuals with lower self-efficacy than individuals with higher self-efficacy. This result is similar to other results (e.g. Witt & Carlson, 2006; Zaman, Anis-ul-Haque, & Nawaz, 2014) on the role of personal characteristics in buffering the effect of work role and family role stress on work performance. The moderating effect of self-efficacy in the relationship between work-family interference and work performance shows how important self-efficacy is in dealing with work-family role interference and maintaining work performance among single mothers. It is therefore important for managers to provide counseling and training programmes that aims at increasing single mothers' self-efficacy in their ability to combine work and family roles. According to Bandura (1986) self-efficacy could be enhanced through past experience in managing other roles, convincing them of their ability to manage their roles, and exposure to role models who combine these roles effectively.

In spite of the practical implications and the theoretical contributions that this study makes to the work-family interference-work performance literature, the study has some limitations. First, the study relied on self-report measures for collecting data. This creates a concern for common method bias (Doty & Glick, 1998; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Although psychological separation (Podsakoff et al., 2003) was used to control common method bias, it is further recommended that other methods such as collecting data on performance from different source can be used in order to obtain a more in-depth knowledge about the dynamics of WFI and work performance relationship. The study also relied on the cross-sectional design, which makes it difficult to make causal inferences from the data. All that this study can conclude is that covariation among variables were observed and that the magnitude of this covariation seemed to be a function of individual differences. Therefore, longitudinal studies are needed to address issues of causal inferences.

The study investigated employed single mothers undertaking undergraduate and postgraduate part-time programmes in Ghana. Although the use of this group of participants contributes to the literature on work-family interference and work performance, the findings are limited to a local context. Future studies can collect data from a similar sample in a different context. Self-efficacy was found to be an important moderator between work-family conflict and work performance. This indicates the important role that personality characteristics play in this relationship. It is therefore suggested that future studies take into account the role of other personality characteristics in the work-family interference-work performance relationship in order to better understand the mitigating role of these variables.

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