Does Work-Family Conflict Slacken Employee Performance? An Investigation from Developing Countries Perspectives

Dr. Md. Miraj Hossen, Muhammad Shahidullah Tasfiq, Din Islam

ABSTRACT

Work-family conflict (WFC) is one of the buzzwords in the modern industrial arena as most of the corporations are experiencing the issue from their employees' lives. As human being is to play multiple roles in every day which really make them puzzle to make a balance in between their work and family life. The present study aims to investigate the relationship between WFC and employee performance considering supervisory support, co-workers' support, family support, and organizational work-life balance (WLB) polices as the predecessors of WFC. Data were collected from over 420 sample respondents and to collect data the researchers have followed judgmental sampling and convenience sampling techniques. The study found that poor co-workers' support and inadequate organizational WLB policies has significant impact on WFC and the ultimate results of WFC leads to poor employee performance. Besides, the study also reveals that

the poor supervisory support and poor family support have negative impact on employee WFC. The study concludes with mentioning some recommendations with directions for the future researchers.

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Abstract

Work-family conflict (WFC) is one of the buzzwords in the modern industrial arena as most of the corporations are experiencing the issue from their employees' lives. As human being is to play multiple roles in every day which really make them puzzle to make a balance in between their work and family life. The present study aims to investigate the relationship between WFC and employee performance considering supervisory support, co-workers' support, family support, and organizational work-life balance (WLB) polices as the predecessors of WFC. Data were collected from over 420 sample respondents and to collect data the researchers have followed judgmental sampling and convenience sampling techniques. The study found that poor co-workers' support and inadequate organizational WLB policies has significant impact on WFC and the ultimate results of WFC leads to poor employee performance. Besides, the study also reveals that the poor supervisory support and poor family support have negative impact on employee WFC. The study concludes with mentioning some recommendations with directions for the future researchers.

Keywords: work-family conflict (WFC); work-life balance (WLB); supervisory support family support, co-workers' support, employee performance.

1.1 Introduction

Work and family are two important domains of every individual's life which is really tough to integrate and make balance as both of these have multifaceted roles (Barriga Medina, Campoverde Aguirre, Coello-Montecel, Ochoa Pacheco,

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& Paredes-Aguirre, 2021; Cazan, Truţă, & Pavalache-Ilie, 2019). When an individual is performing multiple roles in a short period of time and with limited human energy; s/he must experience conflict to make a balance in his/her work and family life which leads them to WFC (Karatepe & Azar, 2013; Lakshminarayanan & Savarimuthu, 2022). Cole (2004) argued that work-family conflict rises when employees give more emphasizes to achieve the target of work and neglect family affairs and vice-versa. Many former studies have discovered that work-family conflict has many adverse outcomes such as employee fatigue and job stress (Liu et al., 2015; Pien, Cheng, Chou, & Lin, 2021); lowering productivity (Obrenovic, Du Jianguo, & Khan, 2020), employee commitment and engagement (Abubakar, 2018). In the present world, it's a big challenge for organizations and individuals to manage conflict between work-family life (Barriga Medina et al., 2021; Mian Zhang, Griffeth, & Fried, 2012). Though it is tough but the administrators should give emphasis on this issue and try to diagnose the precursors of WFC and taking some precautionary measurements. In reality, it is difficult or even impossible to eliminate the work-family conflict; rather it is the best strategy to make balance between these two which can help to minimize the prevailing conditions of WFC.

Considering the importance of human resource and their demands in the working environment many organisations over the world are now giving emphasis on minimizing WFC through introducing work-life balance (WLB) policies (Hossen, Begum, & Zhixia, 2018; Man Zhang, Wang, & Das, 2020). Greenhaus (2008) pointed that different motives behind introducing WLB policies and adopt the challenge- such as labor market changes due to women employment, the presence of dual earner couples, and employees' demand for quality of working life. Nowadays, the issue WLB has got its importance as individuals and organizations are benefited from it with having better physical-mental health and wellbeing, higher job satisfaction, better job commitment and loyalty which also has positive impacts on employee's productivity and performance (Hossen, Begum, et al., 2018; Lakshminarayanan & Savarimuthu, 2022; Man Zhang et al.,

2020). Although, work-family research has flourished over the past several decades; still there is an implementation gap to put it into the mass level practice. In spite of this, work-family researchers are failed to make a momentous change in humanizing the lives of employees compare to the number of researches conducted.

In Bangladesh, the WFC/ WLB situation is really complex and day by day it is going to be tougher as women participation and dual career is increasing in the labor market (Hossen, Begum, et al., 2018). Besides, there is not so many arrangements from the organizational part (lack of family-supportive policies), even though quality child care, and elder care are also absent in the country which also makes working peoples' life more complex to maintain work-family balance and ensure optimum outcomes in the both side. For that reason, both individual and organizational life becomes stressful and the results is decreasing performance and productivity in both work and family domain and ultimately it affects the national productivity (Hossen, Begum, et al., 2018; Obrenovic et al., 2020; Yusuf & Hasnidar, 2020). Observing this situation, the researcher feel interest to make a study on this topic in Bangladesh. Though, there are many studies have done in the western and developed countries regarding the WFC and its influence on organization's performance and employees' lives. But, in third world countries or even some developing countries (like Bangladesh) such kind of research is really insignificant. The researcher think the study is a time oriented issue for under developed or developing countries like Bangladesh; and it will be a good initiative to make this study success.

1.2 Research objectives

The present study emphasized to have an idea about present status of WFC and WLB situation in Bangladesh with reference to the subsequent specific intentions:

    i. To observe the different aspects of work-family conflict (WFC) and their effect on work and family lives; and

ii. To examine the impacts of work-family conflict (WFC) on employee performance and productivity.

2.0 Present Status of WFC and WLB Policies in Bangladesh

Many recent studies and literature related to WFC and Bangladesh give the clear and real picture of WFC and WLB situations. Tasnim, Hossain, and Enam (2017) in their study mentioned that the main reasons of poor work-life balance of Bangladeshi employees are- unspecified working hours, job strictness, excess job responsibilities, family tasks related to child and elder care, poor supervisory support, poor leadership, and lack of family-spousal support. Chowdhury, Hoque, and Kabir (2015) support the previous statement and added that in case of the male-dominant society and existing culture of the country female employees faces severe level of WFC compare with their counterpart which can be moderated through ensuring flexible working hours, organization's provided transportation, residential facility, child care & pre-schooling facilities, reduced working hours & workload especially for the female employees. Tabassum (2012) in her studies mentioned that nowadays Bangladeshi employees are facing an extreme level of work-family conflict (WFC)/ family-work conflict (FWC) due to the inadequate social support from their family and organization as well. Rahman et al. (2018) in their study on the university teachers of Bangladesh found that the academicians are facing an extreme level of WFC which ultimately affect their job satisfaction negatively and willingness of working for the betterment of the nation building through disseminating proper education and learning to their students. Sultana, Tabassum, and Abdullah (2014) conducted a study on the dual career couples of Bangladesh considering both public and private sector and found that spouse's profession make their personal and professional lives more complex and they are facing extreme level of challenges in different parts of their lives due to WFC and/or FWC such critical conjugal relationships, social security problem due to over-dependency on the third party for housekeeping and childcare, poor psychological development of children, personal well-being destroyed, loose social and family connectivity, late

parenthood, less interested to birth child or even decreased the fertility. In Bangladesh, the changing nature of workforce demography increases the employees' WFC, which also negatively affects the organizational outcomes.

Observing the prevailing situation of WFC and its impact on employee outcomes

Rimi and Rubel (2014) in their research give emphasized on the family-friendly HRM policies. They claimed that if the Government and organizations do not take proper initiatives to minimize employees WFC and increase the WLB level, the expected level of economic development of the country will be hampered. Karim (2015) in his study about the work-life balance of the public servants (civil servants) reveled that in case of Bangladesh public service both male and female are facing extreme level of WFC due to the workload, different job location for counterpart, poor working environment, transfer to remote areas, lack of autonomy, slow career growth and development, weak bureaucratic practices due to political interference etc. A study conducted by Hossen, Begum, et al. (2018) found contradictory arguments between authority (managers/ supervisors) and employees regarding WFC/ WLB in Bangladesh which is presented in the following way:

Managers/ Supervisor's perceptions regarding WFC and WLB policies in BD	Managers/ supervisors perceived that- "in Bangladesh WLB initiatives are changing steadily as it needs long-term strategic plan for altering the present conditions. It won't be wise to make hurry to introduce any new plan because people are always reluctant to welcome any kind of change. Moreover, it may create conflicting situation with organizational existing policies and objectives." The same type of arguments is also provided by another manager, "in some cases, if any special schedule like time-flexi or extra ordinary leaves offer to the employees they feel reluctant to avail this they become worried and think like that- the financial condition of the organization may be unhealthy, organization may thinking for job cut and we may be going to lose our jobs."

Employees' arguments Regarding present state of WFC and WLB policies in BD	Most of the employees considered that WLB practices in Bangladesh is still in the early stage and most of the organizations authority don't welcome or even responsive regarding this notion. *The employees' responds like that- "it is the general concepts of the most managers, organization has a specified policies and employees are aware about this traditional practices. Employees who are working this organization they come with a mindset of doing job by following the current practices and the organization should not welcome their personal problems or to introduce any informal favor or WLB programs." Some other employees claims like that "Our WLB provisions used as an ornaments and applied only for some key officials and high performers and the main motive is to do this favor only for the retention of these key persons." However, other employees argued that, "they are struggling much to maintain WLB as they are overloaded in the organizations and for this reason when they are in home (or even in holidays, weekends) also thinking about incomplete works and go back to works. Sometimes, this indicates their low performance and they are worrying about losing jobs also."*

Though Bangladesh has service rules for public servants and also labor laws to monitor private sector industries, and NGOs but the implication of such policies are not satisfactory except in the public sector and some autonomous organizations. As all of the public organizations follow the uniform rules for their employees and their work-life balance conditions mostly same in different organizations whereas the scenario of private organizations are different from organization to organization due to their ignorance of labor laws and apply their own policies mostly unwritten as per their own way (Hossain, Ahmed, & Akter,

2010). However, following table shows the arrangements and practices of WLB policies in the public and private organizations in Bangladesh:

- Working hours and holidays- usually maintain 8 hours per day.
- Flexi-time- some organizations like teaching, journalism, hospitals practices time-flexi.
- Work from home- introduced in all the organizations in BD during COVID-19 siltation
- Transfer and placement- in Govt. and some private job it is positively considered.
- Accommodation and house rent- some organizations have official accommodation.
- Full-paid maternity leave- Govt. and some non-government organizations practice it.
- Different leave - different types of paid leave is there mostly structured organizations.
- Legal protection - any type of job decision employee can appeal against decision.
- Job security- Government sector job security is highly maintained.
- Different allowances- different allowance especially for risky job is provided.
- Bonus and profit sharing- some organization share profit and extra bonus to employee.
- Retirement age- early retirement, golden hand-shake and voluntary retirement is there.
- Financial grants -in case of death and Injury or any critical accidents it is provided.
- Retirements and pension benefits- well practiced in government organizations.
- Awards and rewards to increase motivation - for critical and risky job it is offered.
- Transportation and communication- official transport-vehicle is provided sometimes.
- Day-care and feeding corner- in some office it is arranged somewhere for babies.

- Canteen and restroom- in the official premises this arrangement is mostly common.
- Gratuity, provident fund and insurance- for longer time benefits it is offered.
- Labor welfare foundation- the foundation is common most of the organizations.
- Foreign training and posting- its common in practiced but in small scale.
- Lien leave policy- in government service it is well practiced.
- Rest, prayer and meal break- mostly all organization have this provision.
- Compassionate leave and support- not widely practiced in all organizations.
- Minimum wage and benefits- according to labor law it is practiced.
- Telecommuting- in critical situation work through telecommuting is allowed.

Source: Compiled by author

3.0 Literature Review and Hypotheses Development

3.1 Clarifying the terms Work-family conflict and work-life balance.

The notion work-family conflict (WFC) is related to making balance between two separate domains of an individual's life 'work' and 'family'. In the 1970s the concept has got first attention in Europe and the USA in the field of sociology, psychology, and business administration. Nowadays, it is extensively studied all over the world and consider as one of the stressors which is experienced by every workers in their work-family life (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005). Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964) conceptualized WFC as "the inter-role conflict people experienced between their work roles and family roles." In the current busiest world, a common and popularly known word is pronounced that is work-life balance (WLB) to mitigate WFC. Work-life balance simply refers- 'how people schedule their time in between their work (job) and non-work (family and social) activities. It is the way of distributing a person's time between career-related and other (family and community involvement) activities'. Greenhaus and Powell (2006) recommend that WLB is the parameter of measuring the performance and happiness of individuals' in their work and family domains through assessing how they perform their job

effectively and satisfactorily. More precisely, WLB is the absence of conflict in between work and family in controlling an individual's multiple roles (Eby et al., 2005) but it is totally impossible to have such conditions.

3.2 Factors that impacts on WFC and Employee Productivity

3.2.1 Supervisory support and WFC

The term supervisor support is defined as "the degree to which an employee feels that their supervisor supports them" (Gagnon & Michael, 2004). Supervisor support is considered as one of the most vital sources to eliminate work-place stress, and growing positive feelings towards works (Hossen, Sultana, & Begum, 2018). In support of the statement, Baral and Bhargava (2010) argued that supervisory support yields a sense of exchange in employees minds to show loyalty and perform jobs in better way. Many research have found that supervisory support surely related with life and job satisfaction (Pluut, Ilies, Curşeu, & Liu, 2018; Selvarajan, Cloninger, & Singh, 2013); and inversely linked with WIF and FIW (Qu & Zhao, 2012; Selvarajan et al., 2013). Employee friendly/ supportive supervisor can help to develop employees' new skills to adopt with the professional challenges; which also leads them to upsurge their self-motivation and work-engagement (Adkins & Premeaux, 2012). When employees perceived that their supervisors are sympathetic towards their work-family demand then they report positive work-life balance which also leads them to work for better productivity (McCarthy, Cleveland, Hunter, Darcy, & Grady, 2013). However it is hypothesized:

H1: Improper supervisory support increase the work-family conflict extensively.

3.2.2 Coworkers' support and WFC

In the job place, the coworkers are the peer groups who have the same level of job responsibilities and sharing is most important thing here. Empirical findings reveal that co-worker support enriched the job performance and dwindled the job stress. Some other researchers argued that co-workers' social support is significantly correlated with WFC/ FWC considering role conflict, role ambiguity and role overload (Hossen, Sultana, et al., 2018; Ismail, Mohamed, Sulaiman, Ismail, & Mahmood, 2010). If the co-workers are cooperative, and

eager to share work-related worries, and extend the helping hands in job difficulties, then the work group interrelation is enriched (Bateman, 2009; Hossen, Begum, et al., 2018), which help to resist the job-related strain (Ashford, 1988), and minimize work snooping with family domain (Asbari, RudyPramono, DylmoonHidayat, VirzaUtamaAlamsyah, & MiyvFayzhall, 2020; O'Driscoll, Brough, & Kalliath, 2004). Furthermore, some research showed that there are positive relationships between supervisor and co-worker support and job satisfaction (Bateman, 2009). However it is hypothesized:

H2: Poor coworkers' support adversely affect employees' work-family conflict (WFC).

3.2.3 Family and spousal support and WFC

Generally speaking, social support (family support) is one of the critical issues in WFC and job stress. Social support (family support) act as an intervening variable between the stressor and WFC/ FWC relationship which can reduce the psychological stress of individuals (Hossen, Sultana, et al., 2018; Michel, Mitchelson, Pichler, & Cullen, 2010), protect the stressed employees from influence of mental and emotional fatigues on WFC (Pluut et al., 2018). Family support significantly correlated with WFC such as better family support leads to lower WFC and vice-versa (Hossen, Begum, et al., 2018; O'Driscoll et al., 2004); and positively associated to professional and family outcomes (Wu, Chang, & Zhuang, 2010). Ameeta and Jeffrey (2017) argued that family culture (religion) play a good role in balancing work-life; where there is a joint family with cooperative family members, the employees from such type of family experiences lower WFC. Neerpal and Barath (2013) added that employees' family support can play an imperative role to provide a happy worker in the workplace which helps the employees' to reduce WFC and increase job performance and organizational productivity. However it is hypothesized:

H3: Insufficient family support increase the level of employees' work-family conflict.

3.2.4 Work-life balance policies and WFC

Organizational family supportive programs (supervisory support) mediated the relationships in between the availability of WLB policies and employees

attitudinal outcomes including commitment, engagement, performance, and turnover (Allen, 2001). A large number of researchers (Byrne & Hochwarter, 2008; Hossen, Begum, et al., 2018; Hossen, Sultana, et al., 2018) have argued that family supportive organizational policies strengthens employees mental and passionate feelings to evaluate their jobs and organizations positively. If the organization can ensure proper support to their employees, they feel enthusiastic to be a part of the organization and 'throw' themselves into their job. Greenhaus, Collins, and Shaw (2003) argued that the individuals who have experienced WLB are more satisfied to their job and life "because they are participating in role activities that are salient to them". They added that the individuals who have balanced life are mentally and psychologically healthier as they experience a 'sense of harmony' in life which also helps them to fulfill the demands of work and family roles. Nowadays both employees and companies are much more concern about work-life balance (WLB) and both parties are in win-win situation by practicing this. However, it is hypothesized:

H4: Inadequate organizational work-life balance policies increase the employees' WFC

3.2.5 Work-family conflict and employee productivity

Many former studies have found that lower level of WFC is related with different affirmative outcomes such as- lower employee turnover intention, better employee health and well-being, job satisfaction, career progression, commitment, and engagement, children and parents' wellbeing (Asbari et al., 2020; Cazan et al., 2019; Cooklin et al., 2016). Again, higher level of WFC/ FWC are related with some destructive consequences such as depression, hypertension, and job/life dissatisfaction (Asbari et al., 2020; Yu Ru, 2011). Beside these, poor employee performance, psychological and mental distress, lesser job satisfaction, poorer organizational commitment, lower life satisfaction, removal behavior, higher level of employee turnover (Britt & Dawson, 2005; Cazan et al., 2019), stress and burnout (Barriga Medina et al., 2021; Sari & Diane-Gabrielle, 2016), poor health and wellbeing (Sharma, Dhar, & Tyagi,

2016) are the consequences of employee WFC/ FWC. In addition, employees' family and personal life, organizations work outcomes are also affected by WFC such as employee job dissatisfaction (Shih, Chiang, & Hsu, 2010), low productivity and lack of commitment (Rothbard, Phillips, & Dumas, 2005), lack of employee loyalty and promise, late comings and malingering (Wang, Bi-Wen, & Shou-Tsung, 2017). Most of the time the organizations are fail to get optimum benefits from their talented employees due to work-family conflict which also experience additional costs in absenteeism, low morale, higher turnover and recruitment costs, and lower commitment, loyalty and productivity (Haar, Roche, & Taylor, 2012). However, the satisfaction of job, family, and life can be enhanced through minimizing conflict between job and family life (Cazan et al., 2019; Karimi, Jomehri, Asadzade, & Sohrabi, 2012). However, it is hypothesized:

H5: Employees' extent of WFC negatively affects their performance and productivity

3.3 Conceptual framework

Reviewing the different literatures relating to WFC and some of its factors and their impacts on employees productivity and national economy the researchers have developed the following research model for this study.
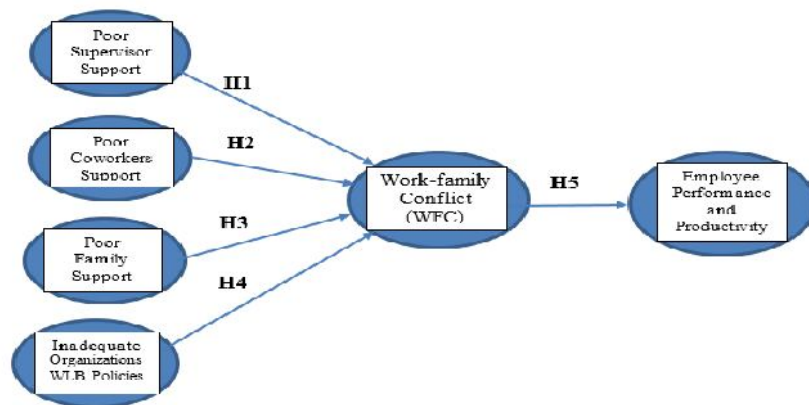

Figure 1. Proposed conceptual framework of WFC and employee productivity

4.0 Research Methods

4.1 Research design

The present study is followed the explanatory research design. The researchers firstly collected qualitative data from the sample respondents through a questionnaire; then qualitative data were converted into quantitative form using some coding to analyze the survey results. Actually quantitative data and its findings give the primary foundation to understanding about the problem; and the qualitative analysis helps to improve the foundation and clarify those numerical outcomes in depth (Creswell, 2003; Tashakkori, Teddlie, & Teddlie, 1998).

4.2 Target population and sample

To conduct this study, the researcher has considered all the working people who are employed in both government and non-government sectors in Bangladesh. To determine sample size the authors have followed the formula given by Mugenda (2003), and the suggestions of Cochran (1963) . The formulas are –

$n= Z^2pq \div d^2$; Where,

n= Sample size, Z= Confidence level at 95% or $(1-\alpha)$%

p= is the estimated proportion of an attribute that is present in the population,

$q=1-p$, d= Level of significance or desired level of precision (=0.05)

Applying the formula with 5% precision level the calculated sample size:

$n= Z^2pq \div d^2$

$= (1.96)^2 * (0.5) (0.5)/ (0.05)^2$

$N = 385$

Besides, Cochran (1963) suggested where the number of total population is unknown or large number population such as population>100,000; then the researchers can go for considering the sample size at least of n= 400 at 5% level of significance. Considering the above formula and suggestion the researchers have finally used 420 sample respondents which covers both of their suggestions.

However, the researchers have followed judgmental sampling method to select the locations and respondents whereas convenience sampling technique to distribute the survey questions for data collection.

4.3 Data collection and analysis techniques used

The study used a set of well-structured questionnaires to collect the data from selected samples. Before commencing the study, all respondent was given a consent forms and information sheet which elucidated the aims of this survey and to encourage the respondents to answer the questions promptly. The questionnaire was divided into two parts- one for the respondent's demographic information and another part for the questions related to the targeted variables which were considered in the model. The questionnaire was administered using both online and offline systems. For online data collection Google forms were used whereas drop and pick system were used for offline. The collected data were scrutinized, coded, and analyzed by IBM-SPSS 23, Amos, and some other special statistical tools. To investigate the relationship and effect of independent variables the researcher have used the following multiple-linear regression analysis:

Employee performance and productivity $(Y) = \alpha + \beta_1 X_1 + \beta_2 X_2 + \ldots + \beta_n X_n + e$

Here,

X_1- Supervisory support	Xn- Employee performance and productivity
X_2- Coworkers' support	α - is constant
X_3- Family and spousal support	e- is the error term
X_4- Work-life balance policies	$B_1, \beta_2, ..$ and β_n are coefficient to estimate
X_5- Work-family conflict	

4.4 Measures

The study used conventional means to measure the variables. For instance, to measure work-family conflict the researchers considered it's two facet WFC and FWC, and used ten measurement scales (five items for each constructs WFC and FWC) cited by Netemeyer, Boles, and McMurrian (1996). Work-life balance policies is measured by adopting five items from Hayman (2005) whereas supervisory support is measured by five items from Dinger, Thatcher, and Stepina (2010). Besides, the family-spousal support by using six scales from King, Mattimore, King, and Adams (1995), coworkers' support by using five scales given by Dinger et al. (2010), and Employee performance and productivity is measured by using five items from (Cohen, Kamarck, & Mermelstein, 1983). All the related items, except the demographic information, were tested using 5-point Likert scales indicting 5= 'Strongly agree' to 1= 'Strongly disagree', with 3 as a neutral mid-point were followed to design the questionnaire.

4.5 Data reliability and validity test

The researcher have used Cronbach's alpha and composite reliability to ensure data reliability whereas the constructs validity, convergent validity (average variance extracted and item loading were used) and discriminant validity (items factor loading and square root of AVE) were used to measure data validity. In general, the acceptable value of alpha and composite reliability should be minimum 0.70 or above (Hair, 1995; Hall & Hall, 2008). On the other hand, that the average variance extracted (AVE) and items loading should be at least 0.50 to satisfy the convergent validity (Hair, 1995), whereas to satisfy the discriminant validity, the value of square root of the AVE of a construct must be greater than its correlation (Henseler, Ringle, & Sinkovics, 2009). Here, the obtained value for Cronbach α, composite reliability, factor loading, AVE, and square root of AVE for each of variables were satisfied with minimum level of reliability and validity which is presented in table 1.

Table 1. Reliability and Validity Testing Results using α, CR, AVE and Square root of AVE

	SS	FS	CS	WLBP	WFC	EPP
Cronbach α	0.727	0.896	0.729	0.783	0.718	0.772
Composite Reliability	0.943	0.889	0.882	0.885	0.840	0.859
AVE	0.526	0.573	0.530	0.578	0.512	0.541
Square root of AVE	0.768	0.746	0.714	0.729	0.770	0.739

Source: Compiled by author

* Here, SS- Supervisory support, FS-Family support, CS- Coworkers' support, WLBP- Work-life balance policies, WFC- work-family conflict, and EPP-Employee performance and productivity.

5.0 Impacts of WFC on Employee Productivity and National Economy

5.1 Participants demographic information

The total 420 respondents profession, age, gender, education level, level of job, nature of job and organizations are different from each other's. Among the respondents 68% were male, 83% have graduation and more, 71% are in between the age of 30-50 years, 59% have private job, about 52.5% have more than 5 years job experience, and about 89.76% have at least one dependent whether child or old-aged person.

5.2 Descriptive Statistics Analysis

Before stepping to the final analysis the researcher have tested the descriptive statistics which is represented in the table-2, and it evident that all the average (mean) values exceed 4.0. In case of average statistic the minimum is 2.00 for drive for work-family conflict and maximum 5.00 for all the variables.

Table 2: Descriptive Statistics

Measures/ /Variables	Range Statistic	Min Statistic	Max Statistic	Mean		Std. Dev.	Variance Statistic
				Statistic	Std. Error.		
SS	2.33	2.67	5.00	4.2778	.02629	.49884	.249
FS	2.67	2.33	5.00	4.1463	.03181	.60347	.364
CS	2.50	2.50	5.00	4.2590	.03753	.71208	.507
WLBP	2.00	3.00	5.00	4.3806	.03133	.59446	.353
WFC	3.00	2.00	5.00	4.2646	.03768	.71491	.511
EPP	2.60	2.40	5.00	4.2667	.03443	.65325	.427

* Here, SS- Supervisory support, FS-Family support, CS- Coworkers' support, WLBP- Work-life balance policies, WFC- work-family conflict, and EPP- Employee performance and productivity.

The table-3 simplifies the correlations exist among the considered variables. It revealed that, all variables are positively connected with each other at 1% significance level. Here, the uppermost correlation (r=0.729) exist in between WFC and WLBP, while the lowermost value (r=0.359) exist in between FS and EPP, and all other values are in between these two.

Table 3. Correlation Coefficient Matrix

Variables	SS	FS	CS	WLBP	WFC	EPP
SS	1					
FS	.541[**]	1				
CS	.556[**]	.459[**]	1			
WLBP	.509[**]	.477[**]	.697[**]	1		
WFC	.499[**]	.448[**]	.718[**]	**.729[**]**	1	
EPP	.406[**]	**.359[**]**	.607[**]	.636[**]	.687[**]	1

[**] Correlation is significant at 1% level (2-tailed). N= 420.

* Here, SS- Supervisory support, FS-Family support, CS- Coworkers' support,
WLBP- Work-life balance policies, WFC- work-family conflict, and EPP-
Employee performance and productivity.

Table-4 shows the linear regression of WFC on employee performance and
productivity (EPP). The table explains that supervisory support (SS), and co-
workers support (CS), family support (FS), and work-family conflict (WFC) have
negative effect, whereas coworkers support (CS), work-life balance policies
(WLBP) have positive effect on dependent variable EPP. In addition, it also
specifies that three variables (CS, WLBP, WFC) have significant effect (as $P
< 0.01$); $P < 0.05$) on employee performance and productivity (EPP). On the other
hand, the effects of SS and FS on employee performance and productivity are
insignificant (as their value $P > 0.05$).

Table 4 Analysis of Regression Coefficients

Model Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% Confidence Interval for β	
	B	Std. Error	B			Lower Bound	Upper Bound
(Constant)	.163	.337		.489	.627	-.488	.813
SS	-.016	.078	-.008	-.188	.853	-.167	.138
FS	-.019	.065	-.014	-.289	.776	-.139	.104
CS	.166	.066	.153[*]	2.557	**.013**	.038	.297
WLBP	.319	.079	.242[**]	4.099	**.000**	.167	.474
WFC	-.426	.067	.387[***]	6.225	**.000**	.293	.558

a. Dependent Variable: EPP- Employee performance and productivity

[*]Significant at 5% level, [***]Significant at 0.1% level.

Here, SS- Supervisory support, FS-Family support, CS- Coworkers' support, WLBP- Work-life balance policies, and WFC- work-family conflict.

5.3 Multiple regression analysis: Hypotheses Testing

Table-5 represents the multiple-linear regression analysis of the impact of different variables (SS, FS, CS, WLBP, and WFC) on employees' performance and productivity (EPP). In model-1, the calculated values of independent variables shows that supervisory support (SS), and family support (FS) have negative effects, and oppositely coworkers support (CS), and work-life balance policies (WLBP) have positive effects on EPP. However, the conclusion of CS and WLB on EPP are significant at 0.1% level and related hypotheses H2 and H4 are accepted. Besides, in model-2, the variable WFC is added as mediating variable which represents that the consequences of WFC on employee performance and productivity are also significant at 0.1% level. Thus, H5 is also accepted. Oppositely, the hypotheses related to variables supervisory support (SS) H1, and family support (FS) H3 are not significant and rejected due to their higher p-values ($P \geq 0.05$).

Table-5. Multiple linear regression analysis of national economy

Model Variable	Model 1	Model 2
Independent Variables		
(Constant)	.107	.443
Supervisory support (SS)	-.039	-.057
Family support (FS)	-.048	-.047
Coworkers' support (CS)	.304***	.169***
Work-life balance policies (WLBP)	.513***	.313***
Mediating Variable		
Work-family conflict (WFC)		.421***

Note. N= 420, Entries are standardized regression coefficients.

Dependent variable: Employee performance and productivity

*** $P \leq 0.1$, ** $P \leq 0.01$, * $P \leq 0.05$ (two tailed).
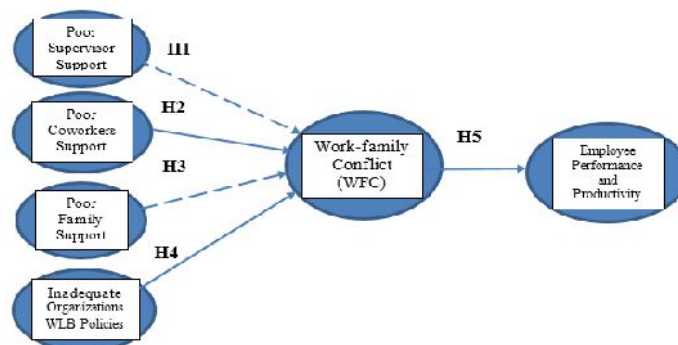
5.4 Major findings and discussions

WFC/ FWC is identified as one of the significant reasons which has negative impacts on employees' performance and productivity especially in developing countries. Besides, the level WFC is varies depending on the supervisory support (SS), coworkers'' support CS), and family support (FS), and organizational work-life balance policies (WLBP). The present study also have found some association between SS, CS, FS, WLBP, WFC, and their EPP supervisory support, coworkers' support, family support, work-life balance policies, work-family conflict, and their effects on employees' performance and productivity which ultimately reduced national productivity and adversely affect the greater economy. The study findings is also related with Subhash, Rina, Saroj Kumar, and Neha (2016) who have found 'eight workplace characteristics namely-development and flexibility, co-workers' support, supervisory support, job competence, self-employee control, practicing overtime, flexibility, and discrimination, that have significant effects on work-family conflict in dual-career couples'. The main thing is that if employees are able to achieve WLB, they would be healthier and supportive to the organization which will directly affect job satisfaction, employees' performance & work outcomes, and organisational effectiveness & growth (Asbari et al., 2020; Cazan et al., 2019; Grandey, Cordeiro, & Michael, 2007). Moreover, the overall findings of the hypotheses testing is summarized in the table-6:

Table 6. Summary of hypotheses testing results

Formulated Hypotheses	β	P	Accept or rejection decisions
H1: SS has significant impacts on WFC	-.039	.508	**Hypothesis rejected**
H2: CS has significant impacts on WFC	304***	.000	Accepted at 0.1% significance level
H3: FS has significant impacts on WFC	-.048	.300	**Hypothesis rejected**
H4: WLBP has significant impacts on WFC	.513***	.000	Accepted at 0.1% significance level
H65: WFC negatively affects EPP	.421***	.000	Accepted at 0.1% significance level

* Here, SS- Supervisory support, FS-Family support, CS- Coworkers' support, WLBP- Work-life balance policies, WFC- work-family conflict, and EPP- Employee performance and productivity.

The hypotheses tested results indicates that hypotheses related to coworkers support (H2), organizational WLB policies (H4) have significant effect on work family conflict (WFC); and finally WFC significantly affects the employees' performance and productivity and also have indirect effects on the overall country's productivity and national economy. However, hypotheses related with supervisor support (H1), and family support (H3) are not significant here which is presented in dotted lines in the figure-2.

Figure-2. The tested model of WFC and employee productivity

6.0 Conclusion and Recommendations

6.1 Conclusion

All over the world women participation and the number of dual career couples are increasing over the last few decades and still continued. The working individual whether male or female is to take care of family responsibilities like childcare, elderly care, household activities, maintain kinship and social networks as well as to fulfill their work demand which makes their lives complex to make balance in between work and family life. This situation has so many negative impacts on individuals' life, their physical, and mental health, productivity, fertility rate, and other sides. So, it is the high time to introduce and fully implement the WLB policies in all the organizations to optimize the highest level of HR productivity. Casper and Buffardi (2004) argued that both employers' and employees' should emphasis on work-life balance-'it concerns the employees in terms of their stress level and its resultant outcomes is of ill-health, and it makes employers anxious, as the ill-health of their employees translates into reduce productivity and increased absenteeism'. Furthermore, it is to be said that the effectiveness and success of WLB policies and practices depends on the organizational policies, supervisor and co-worker's support, and the readiness of both parties- employers and employees of all level. The organization which can ensure employees work-life balance; will get the higher outcomes form their existing employees or even the potential employees as these organizations will get preference to the job seekers; which will help to attract the best talented employees (Casper & Buffardi, 2004).

This research is an initiative to make aware the employers about the employees WFC problem; and its impacts on employees' performance and productivity. The researcher think that it will open a new window regarding the effect of WFC on employee performance and productivity but it must be nurtured by the HR practitioners and owner of the organizations. If the organizations can ensure the congenial working environment for their employees surely the employees will be able to produce more for the organization or national economy. Organizational dynamic leadership, supervisor and co-worker's support, mutual respects, candid sharing, employee supportive polices can reduce the employees work-family

conflict and make a balanced life that can also help to increase employees' performance and also national productivity. Moreover, the employees, managers, and employers of all the level should be more punctual and ready to welcome any change for the betterment of the greater interest of the national economy. As the topic is a burning issue, the researcher expects and firmly believes that the research findings will help the government, owners of the organizations, HR practitioners, and employees of Bangladesh to overcome the prevailing condition of work-family conflict and ensure WLB to develop the future human resources and economic prosperity. The research model used in this study can be a useful tool to formulate the future HR polices of the government and non-government organizations to ensure optimum output from their workforce.

6.2 Recommendations

Considering the research findings, the researcher proposed some suggestions to make employees' work-life balance and ensure organizational outcomes through employees' better performance and productivity. As the issue is important for both employers' and employees'; so both the parties should come forward to exert combine efforts to fix the organizational family-supportive policies through diagnosing the overall issues where both parties will be in win-win situation (Edna, Aharon, & Gil, 2017). Besides, when the organizations able to develop any policy; it must evaluate continuously and update time to time so that employees feel the organizations are aware about their wellbeing. The study identified that supervisory support, family-spousal support, coworkers support, and organizational WLB policies effects the employee WFC, and their productivity and in long-run its also affects the national economy. As the number of female employees increasing day by day in the country's labor market and the research found that working mother and dual-earner couples are facing severe problem in case of their child-care. So the organizations should have arrangement of in-house day-care and pre-schooling opportunities for their employees' kids so that they can concentrate more to their works and able to mitigate minimum level of work and family conflict. Besides, the organizations should introduce and widely practice the flexi-time, compressed work week, part-time work, career break (service gap) etc. which will also help employees to work with greater autonomy and responsibility. Many former research all over the world also have

suggested to ensure flexi-time (Shagvaliyeva & Yazdanifard, 2014), compressed work week (Mansour & Tremblay, 2016), part-time work (Mansour & Tremblay, 2016), career break, (Dahm, Glomb, Manchester, & Leroy, 2015) to minimize WFC and ensure employee performance and productivity. Organizational social support (supervisor and co-worker's support), skills and job fit, proper respects and fair treatment, specific career paths, career growth and development opportunities, recognition and appreciation from the organizations and immediate supervisors are also make employees confident, efficient, and optimist for the better future which should be considered by the organizations or employers to get the optimum output from the employees.

Furthermore, to some extent the employers/ supervisors should allow the employees to schedule self-discrepant time allocation (Dahm et al., 2015), individual's coping strategies (Somech & Drach-Zahavy, 2012), and ensure psychosocial safety climate (Sari & Diane-Gabrielle, 2018) for their employees which will help the employees' to work independently and give better output both in work and family domains. Some researcher like Hubers, Schwanen, and Dijst (2011), and Martín (2017) suggested to introduce ICT-based strategies and telecommuting service to minimize WFC and balanced work and family life; though in Bangladesh it is not easy to ensure due to inadequate ICT support but already have adopted in small scale during COVID-19 situation in 2020-21, and the organization should continue it for their regular activities at least for some specific positions and considering the nature of the job, The study also suggested that the employees should try to improve their emotional intelligences, social support, and family bondage which can significantly moderate the WFC situation and ensure a balanced work-family life. Moreover, the organizations should always take proactive measurement through consult with the employees as there is always a gap between managerial and employees' perception regarding work-life balance policies.

7.0 Research Contributions and Implications

The present research is a unique one and it has some contributions to the work-family conflict and work-life balance literature in different ways. Though such type of researches have conducted in the developed countries, it is one of the

pioneer studies in developing countries perspective especially in Bangladesh. The study is able to make a connectivity of coworkers support, and work-life balance policies with work-family conflict and which is responsible to slacken the employees' performance or productivity. The study identified several issues which can minimize work-family conflict and improve employee productivity. Besides, this research can also enrich the literature of international HRM as the study samples are quite similar over the world. This study can be worthwhile to form better concepts regarding the association between WFC, job performance and considered variables as none have tried to link these variables in a single study.

The study results have both theoretical and practical implications. Theoretically, it will help the researchers to deepen the knowledge on the relationship between WFC and job performance with the relations of supervisor's support, coworker's support, family/ social support, and work-life balance policies on the outcomes of work and family domains. This study is an imperative one as employees are the only one who can feel the need for such type of support and their impact on the relationship between WFC and job performance. Besides, this study concentrated on a large number of participants who have faced WFC and being puzzle to make a balance in their work and family lives which make the HR professionals, owners of the organizations, policy makers, researchers, and academicians worried about the future of the work-life balance conditions of the employees. The study findings also help the concern parties to formulate their future work-life balance policies to consider the employee-friendly working environment, quality of work life and better organizational culture.

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Does Work-Family Conflict Slacken Employee Performance? An Investigation from Developing Countries Perspectives

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Abstract

Work-family conflict (WFC) is one of the buzzwords in the modern industrial arena as most of the corporations are experiencing the issue from their employees' lives. As human being is to play multiple roles in every day which really make them puzzle to make a balance in between their work and family life. The present study aims to investigate the relationship between WFC and employee performance considering supervisory support, co-workers' support, family support, and organizational work-life balance (WLB) polices as the predecessors of WFC. Data were collected from over 420 sample respondents and to collect data the researchers have followed judgmental sampling and convenience sampling techniques. The study found that poor co-workers' support and inadequate organizational WLB policies has significant impact on WFC and the ultimate results of WFC leads to poor employee performance. Besides, the study also reveals that the poor supervisory support and poor family support have negative impact on employee WFC. The study concludes with mentioning some recommendations with directions for the future researchers.

Keywords: work-family conflict (WFC); work-life balance (WLB); supervisory support family support, co-workers' support, employee performance.

1.1 Introduction

Work and family are two important domains of every individual's life which is really tough to integrate and make balance as both of these have multifaceted roles (Barriga Medina, Campoverde Aguirre, Coello-Montecel, Ochoa Pacheco,

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& Paredes-Aguirre, 2021; Cazan, Truţă, & Pavalache-Ilie, 2019). When an individual is performing multiple roles in a short period of time and with limited human energy; s/he must experience conflict to make a balance in his/her work and family life which leads them to WFC (Karatepe & Azar, 2013; Lakshminarayanan & Savarimuthu, 2022). Cole (2004) argued that work-family conflict rises when employees give more emphasizes to achieve the target of work and neglect family affairs and vice-versa. Many former studies have discovered that work-family conflict has many adverse outcomes such as employee fatigue and job stress (Liu et al., 2015; Pien, Cheng, Chou, & Lin, 2021); lowering productivity (Obrenovic, Du Jianguo, & Khan, 2020), employee commitment and engagement (Abubakar, 2018). In the present world, it's a big challenge for organizations and individuals to manage conflict between work-family life (Barriga Medina et al., 2021; Mian Zhang, Griffeth, & Fried, 2012). Though it is tough but the administrators should give emphasis on this issue and try to diagnose the precursors of WFC and taking some precautionary measurements. In reality, it is difficult or even impossible to eliminate the work-family conflict; rather it is the best strategy to make balance between these two which can help to minimize the prevailing conditions of WFC.

Considering the importance of human resource and their demands in the working environment many organisations over the world are now giving emphasis on minimizing WFC through introducing work-life balance (WLB) policies (Hossen, Begum, & Zhixia, 2018; Man Zhang, Wang, & Das, 2020). Greenhaus (2008) pointed that different motives behind introducing WLB policies and adopt the challenge- such as labor market changes due to women employment, the presence of dual earner couples, and employees' demand for quality of working life. Nowadays, the issue WLB has got its importance as individuals and organizations are benefited from it with having better physical-mental health and wellbeing, higher job satisfaction, better job commitment and loyalty which also has positive impacts on employee's productivity and performance (Hossen, Begum, et al., 2018; Lakshminarayanan & Savarimuthu, 2022; Man Zhang et al.,

2020). Although, work-family research has flourished over the past several decades; still there is an implementation gap to put it into the mass level practice. In spite of this, work-family researchers are failed to make a momentous change in humanizing the lives of employees compare to the number of researches conducted.

In Bangladesh, the WFC/ WLB situation is really complex and day by day it is going to be tougher as women participation and dual career is increasing in the labor market (Hossen, Begum, et al., 2018). Besides, there is not so many arrangements from the organizational part (lack of family-supportive policies), even though quality child care, and elder care are also absent in the country which also makes working peoples' life more complex to maintain work-family balance and ensure optimum outcomes in the both side. For that reason, both individual and organizational life becomes stressful and the results is decreasing performance and productivity in both work and family domain and ultimately it affects the national productivity (Hossen, Begum, et al., 2018; Obrenovic et al., 2020; Yusuf & Hasnidar, 2020). Observing this situation, the researcher feel interest to make a study on this topic in Bangladesh. Though, there are many studies have done in the western and developed countries regarding the WFC and its influence on organization's performance and employees' lives. But, in third world countries or even some developing countries (like Bangladesh) such kind of research is really insignificant. The researcher think the study is a time oriented issue for under developed or developing countries like Bangladesh; and it will be a good initiative to make this study success.

1.2 Research objectives

The present study emphasized to have an idea about present status of WFC and WLB situation in Bangladesh with reference to the subsequent specific intentions:

    i.   To observe the different aspects of work-family conflict (WFC) and their effect on work and family lives; and

ii. To examine the impacts of work-family conflict (WFC) on employee performance and productivity.

2.0 Present Status of WFC and WLB Policies in Bangladesh

Many recent studies and literature related to WFC and Bangladesh give the clear and real picture of WFC and WLB situations. Tasnim, Hossain, and Enam (2017) in their study mentioned that the main reasons of poor work-life balance of Bangladeshi employees are- unspecified working hours, job strictness, excess job responsibilities, family tasks related to child and elder care, poor supervisory support, poor leadership, and lack of family-spousal support. Chowdhury, Hoque, and Kabir (2015) support the previous statement and added that in case of the male-dominant society and existing culture of the country female employees faces severe level of WFC compare with their counterpart which can be moderated through ensuring flexible working hours, organization's provided transportation, residential facility, child care & pre-schooling facilities, reduced working hours & workload especially for the female employees. Tabassum (2012) in her studies mentioned that nowadays Bangladeshi employees are facing an extreme level of work-family conflict (WFC)/ family-work conflict (FWC) due to the inadequate social support from their family and organization as well. Rahman et al. (2018) in their study on the university teachers of Bangladesh found that the academicians are facing an extreme level of WFC which ultimately affect their job satisfaction negatively and willingness of working for the betterment of the nation building through disseminating proper education and learning to their students. Sultana, Tabassum, and Abdullah (2014) conducted a study on the dual career couples of Bangladesh considering both public and private sector and found that spouse's profession make their personal and professional lives more complex and they are facing extreme level of challenges in different parts of their lives due to WFC and/or FWC such critical conjugal relationships, social security problem due to over-dependency on the third party for housekeeping and childcare, poor psychological development of children, personal well-being destroyed, loose social and family connectivity, late

parenthood, less interested to birth child or even decreased the fertility. In Bangladesh, the changing nature of workforce demography increases the employees' WFC, which also negatively affects the organizational outcomes.

Observing the prevailing situation of WFC and its impact on employee outcomes

Rimi and Rubel (2014) in their research give emphasized on the family-friendly HRM policies. They claimed that if the Government and organizations do not take proper initiatives to minimize employees WFC and increase the WLB level, the expected level of economic development of the country will be hampered. Karim (2015) in his study about the work-life balance of the public servants (civil servants) reveled that in case of Bangladesh public service both male and female are facing extreme level of WFC due to the workload, different job location for counterpart, poor working environment, transfer to remote areas, lack of autonomy, slow career growth and development, weak bureaucratic practices due to political interference etc. A study conducted by Hossen, Begum, et al. (2018) found contradictory arguments between authority (managers/ supervisors) and employees regarding WFC/ WLB in Bangladesh which is presented in the following way:

Managers/ Supervisor's perceptions regarding WFC and WLB policies in BD	*Managers/ supervisors perceived that- "in Bangladesh WLB initiatives are changing steadily as it needs long-term strategic plan for altering the present conditions. It won't be wise to make hurry to introduce any new plan because people are always reluctant to welcome any kind of change. Moreover, it may create conflicting situation with organizational existing policies and objectives." The same type of arguments is also provided by another manager, "in some cases, if any special schedule like time-flexi or extra ordinary leaves offer to the employees they feel reluctant to avail this they become worried and think like that- the financial condition of the organization may be unhealthy, organization may thinking for job cut and we may be going to lose our jobs."*

Employees' arguments Regarding present state of WFC and WLB policies in BD	Most of the employees considered that WLB practices in Bangladesh is still in the early stage and most of the organizations authority don't welcome or even responsive regarding this notion. *The employees' responds like that- "it is the general concepts of the most managers, organization has a specified policies and employees are aware about this traditional practices. Employees who are working this organization they come with a mindset of doing job by following the current practices and the organization should not welcome their personal problems or to introduce any informal favor or WLB programs." Some other employees claims like that "Our WLB provisions used as an ornaments and applied only for some key officials and high performers and the main motive is to do this favor only for the retention of these key persons." However, other employees argued that, "they are struggling much to maintain WLB as they are overloaded in the organizations and for this reason when they are in home (or even in holidays, weekends) also thinking about incomplete works and go back to works. Sometimes, this indicates their low performance and they are worrying about losing jobs also."*

Though Bangladesh has service rules for public servants and also labor laws to monitor private sector industries, and NGOs but the implication of such policies are not satisfactory except in the public sector and some autonomous organizations. As all of the public organizations follow the uniform rules for their employees and their work-life balance conditions mostly same in different organizations whereas the scenario of private organizations are different from organization to organization due to their ignorance of labor laws and apply their own policies mostly unwritten as per their own way (Hossain, Ahmed, & Akter,

2010). However, following table shows the arrangements and practices of WLB policies in the public and private organizations in Bangladesh:

- Working hours and holidays- usually maintain 8 hours per day.
- Flexi-time- some organizations like teaching, journalism, hospitals practices time-flexi.
- Work from home- introduced in all the organizations in BD during COVID-19 siltation
- Transfer and placement- in Govt. and some private job it is positively considered.
- Accommodation and house rent- some organizations have official accommodation.
- Full-paid maternity leave- Govt. and some non-government organizations practice it.
- Different leave - different types of paid leave is there mostly structured organizations.
- Legal protection - any type of job decision employee can appeal against decision.
- Job security- Government sector job security is highly maintained.
- Different allowances- different allowance especially for risky job is provided.
- Bonus and profit sharing- some organization share profit and extra bonus to employee.
- Retirement age- early retirement, golden hand-shake and voluntary retirement is there.
- Financial grants -in case of death and Injury or any critical accidents it is provided.
- Retirements and pension benefits- well practiced in government organizations.
- Awards and rewards to increase motivation - for critical and risky job it is offered.
- Transportation and communication- official transport-vehicle is provided sometimes.
- Day-care and feeding corner- in some office it is arranged somewhere for babies.

- Canteen and restroom- in the official premises this arrangement is mostly common.
- Gratuity, provident fund and insurance- for longer time benefits it is offered.
- Labor welfare foundation- the foundation is common most of the organizations.
- Foreign training and posting- its common in practiced but in small scale.
- Lien leave policy- in government service it is well practiced.
- Rest, prayer and meal break- mostly all organization have this provision.
- Compassionate leave and support- not widely practiced in all organizations.
- Minimum wage and benefits- according to labor law it is practiced.
- Telecommuting- in critical situation work through telecommuting is allowed.

Source: Compiled by author

3.0 Literature Review and Hypotheses Development

3.1 Clarifying the terms Work-family conflict and work-life balance.

The notion work-family conflict (WFC) is related to making balance between two separate domains of an individual's life 'work' and 'family'. In the 1970s the concept has got first attention in Europe and the USA in the field of sociology, psychology, and business administration. Nowadays, it is extensively studied all over the world and consider as one of the stressors which is experienced by every workers in their work-family life (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005). Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964) conceptualized WFC as "the inter-role conflict people experienced between their work roles and family roles." In the current busiest world, a common and popularly known word is pronounced that is work-life balance (WLB) to mitigate WFC. Work-life balance simply refers- 'how people schedule their time in between their work (job) and non-work (family and social) activities. It is the way of distributing a person's time between career-related and other (family and community involvement) activities'. Greenhaus and Powell (2006) recommend that WLB is the parameter of measuring the performance and happiness of individuals' in their work and family domains through assessing how they perform their job

effectively and satisfactorily. More precisely, WLB is the absence of conflict in between work and family in controlling an individual's multiple roles (Eby et al., 2005) but it is totally impossible to have such conditions.

3.2 Factors that impacts on WFC and Employee Productivity

3.2.1 Supervisory support and WFC

The term supervisor support is defined as "the degree to which an employee feels that their supervisor supports them" (Gagnon & Michael, 2004). Supervisor support is considered as one of the most vital sources to eliminate work-place stress, and growing positive feelings towards works (Hossen, Sultana, & Begum, 2018). In support of the statement, Baral and Bhargava (2010) argued that supervisory support yields a sense of exchange in employees minds to show loyalty and perform jobs in better way. Many research have found that supervisory support surely related with life and job satisfaction (Pluut, Ilies, Curşeu, & Liu, 2018; Selvarajan, Cloninger, & Singh, 2013); and inversely linked with WIF and FIW (Qu & Zhao, 2012; Selvarajan et al., 2013). Employee friendly/ supportive supervisor can help to develop employees' new skills to adopt with the professional challenges; which also leads them to upsurge their self-motivation and work-engagement (Adkins & Premeaux, 2012). When employees perceived that their supervisors are sympathetic towards their work-family demand then they report positive work-life balance which also leads them to work for better productivity (McCarthy, Cleveland, Hunter, Darcy, & Grady, 2013). However it is hypothesized:

H1:   Improper supervisory support increase the work-family conflict extensively.

3.2.2 Coworkers' support and WFC

In the job place, the coworkers are the peer groups who have the same level of job responsibilities and sharing is most important thing here. Empirical findings reveal that co-worker support enriched the job performance and dwindled the job stress. Some other researchers argued that co-workers' social support is significantly correlated with WFC/ FWC considering role conflict, role ambiguity and role overload (Hossen, Sultana, et al., 2018; Ismail, Mohamed, Sulaiman, Ismail, & Mahmood, 2010). If the co-workers are cooperative, and

eager to share work-related worries, and extend the helping hands in job difficulties, then the work group interrelation is enriched (Bateman, 2009; Hossen, Begum, et al., 2018), which help to resist the job-related strain (Ashford, 1988), and minimize work snooping with family domain (Asbari, RudyPramono, DylmoonHidayat, VirzaUtamaAlamsyah, & MiyvFayzhall, 2020; O'Driscoll, Brough, & Kalliath, 2004). Furthermore, some research showed that there are positive relationships between supervisor and co-worker support and job satisfaction (Bateman, 2009). However it is hypothesized:

H2: Poor coworkers' support adversely affect employees' work-family conflict (WFC).

3.2.3 Family and spousal support and WFC

Generally speaking, social support (family support) is one of the critical issues in WFC and job stress. Social support (family support) act as an intervening variable between the stressor and WFC/ FWC relationship which can reduce the psychological stress of individuals (Hossen, Sultana, et al., 2018; Michel, Mitchelson, Pichler, & Cullen, 2010), protect the stressed employees from influence of mental and emotional fatigues on WFC (Pluut et al., 2018). Family support significantly correlated with WFC such as better family support leads to lower WFC and vice-versa (Hossen, Begum, et al., 2018; O'Driscoll et al., 2004); and positively associated to professional and family outcomes (Wu, Chang, & Zhuang, 2010). Ameeta and Jeffrey (2017) argued that family culture (religion) play a good role in balancing work-life; where there is a joint family with cooperative family members, the employees from such type of family experiences lower WFC. Neerpal and Barath (2013) added that employees' family support can play an imperative role to provide a happy worker in the workplace which helps the employees' to reduce WFC and increase job performance and organizational productivity. However it is hypothesized:

H3: Insufficient family support increase the level of employees' work-family conflict.

3.2.4 Work-life balance policies and WFC

Organizational family supportive programs (supervisory support) mediated the relationships in between the availability of WLB policies and employees

attitudinal outcomes including commitment, engagement, performance, and turnover (Allen, 2001). A large number of researchers (Byrne & Hochwarter, 2008; Hossen, Begum, et al., 2018; Hossen, Sultana, et al., 2018) have argued that family supportive organizational policies strengthens employees mental and passionate feelings to evaluate their jobs and organizations positively. If the organization can ensure proper support to their employees, they feel enthusiastic to be a part of the organization and 'throw' themselves into their job. Greenhaus, Collins, and Shaw (2003) argued that the individuals who have experienced WLB are more satisfied to their job and life "because they are participating in role activities that are salient to them". They added that the individuals who have balanced life are mentally and psychologically healthier as they experience a 'sense of harmony' in life which also helps them to fulfill the demands of work and family roles. Nowadays both employees and companies are much more concern about work-life balance (WLB) and both parties are in win-win situation by practicing this. However, it is hypothesized:

H4: Inadequate organizational work-life balance policies increase the employees' WFC

3.2.5 Work-family conflict and employee productivity

Many former studies have found that lower level of WFC is related with different affirmative outcomes such as- lower employee turnover intention, better employee health and well-being, job satisfaction, career progression, commitment, and engagement, children and parents' wellbeing (Asbari et al., 2020; Cazan et al., 2019; Cooklin et al., 2016). Again, higher level of WFC/ FWC are related with some destructive consequences such as depression, hypertension, and job/life dissatisfaction (Asbari et al., 2020; Yu Ru, 2011). Beside these, poor employee performance, psychological and mental distress, lesser job satisfaction, poorer organizational commitment, lower life satisfaction, removal behavior, higher level of employee turnover (Britt & Dawson, 2005; Cazan et al., 2019), stress and burnout (Barriga Medina et al., 2021; Sari & Diane-Gabrielle, 2016), poor health and wellbeing (Sharma, Dhar, & Tyagi,

2016) are the consequences of employee WFC/ FWC. In addition, employees' family and personal life, organizations work outcomes are also affected by WFC such as employee job dissatisfaction (Shih, Chiang, & Hsu, 2010), low productivity and lack of commitment (Rothbard, Phillips, & Dumas, 2005), lack of employee loyalty and promise, late comings and malingering (Wang, Bi-Wen, & Shou-Tsung, 2017). Most of the time the organizations are fail to get optimum benefits from their talented employees due to work-family conflict which also experience additional costs in absenteeism, low morale, higher turnover and recruitment costs, and lower commitment, loyalty and productivity (Haar, Roche, & Taylor, 2012). However, the satisfaction of job, family, and life can be enhanced through minimizing conflict between job and family life (Cazan et al., 2019; Karimi, Jomehri, Asadzade, & Sohrabi, 2012). However, it is hypothesized:

H5: Employees' extent of WFC negatively affects their performance and productivity

3.3 Conceptual framework

Reviewing the different literatures relating to WFC and some of its factors and their impacts on employees productivity and national economy the researchers have developed the following research model for this study.
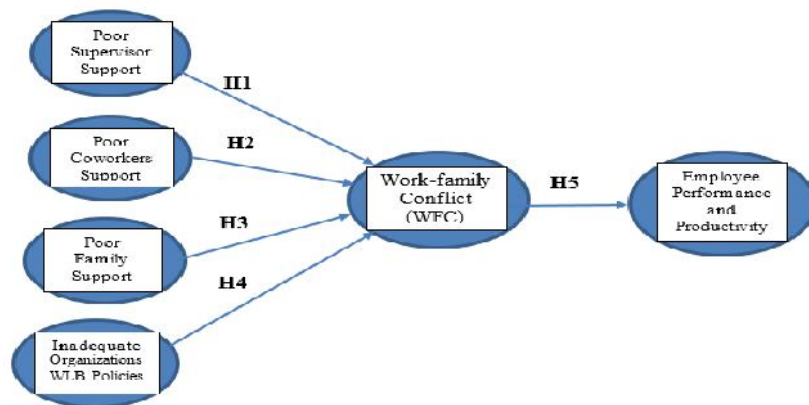

Figure 1. Proposed conceptual framework of WFC and employee productivity

4.0 Research Methods

4.1 Research design

The present study is followed the explanatory research design. The researchers firstly collected qualitative data from the sample respondents through a questionnaire; then qualitative data were converted into quantitative form using some coding to analyze the survey results. Actually quantitative data and its findings give the primary foundation to understanding about the problem; and the qualitative analysis helps to improve the foundation and clarify those numerical outcomes in depth (Creswell, 2003; Tashakkori, Teddlie, & Teddlie, 1998).

4.2 Target population and sample

To conduct this study, the researcher has considered all the working people who are employed in both government and non-government sectors in Bangladesh. To determine sample size the authors have followed the formula given by Mugenda (2003), and the suggestions of Cochran (1963) . The formulas are –

$n = Z^2 pq \div d^2$; Where,

n= Sample size, Z= Confidence level at 95% or $(1-\alpha)\%$

p= is the estimated proportion of an attribute that is present in the population,

q=1-p, d= Level of significance or desired level of precision (=0.05)

Applying the formula with 5% precision level the calculated sample size:

$n = Z^2 pq \div d^2$

$= (1.96)^2 * (0.5) (0.5) / (0.05)^2$

$N = 385$

Besides, Cochran (1963) suggested where the number of total population is unknown or large number population such as population>100,000; then the researchers can go for considering the sample size at least of n= 400 at 5% level of significance. Considering the above formula and suggestion the researchers have finally used 420 sample respondents which covers both of their suggestions.

However, the researchers have followed judgmental sampling method to select the locations and respondents whereas convenience sampling technique to distribute the survey questions for data collection.

4.3 Data collection and analysis techniques used

The study used a set of well-structured questionnaires to collect the data from selected samples. Before commencing the study, all respondent was given a consent forms and information sheet which elucidated the aims of this survey and to encourage the respondents to answer the questions promptly. The questionnaire was divided into two parts- one for the respondent's demographic information and another part for the questions related to the targeted variables which were considered in the model. The questionnaire was administered using both online and offline systems. For online data collection Google forms were used whereas drop and pick system were used for offline. The collected data were scrutinized, coded, and analyzed by IBM-SPSS 23, Amos, and some other special statistical tools. To investigate the relationship and effect of independent variables the researcher have used the following multiple-linear regression analysis:

Employee performance and productivity $(Y) = \alpha + \beta_1 X_1 + \beta_2 X_2 + \ldots + \beta_n X_n + e$

Here,

X_1- Supervisory support	Xn- Employee performance and productivity
X_2- Coworkers' support	α - is constant
X_3- Family and spousal support	e- is the error term
X_4- Work-life balance policies	$B_1, \beta_2, ..$ and β_n are coefficient to estimate
X_5- Work-family conflict	

4.4 Measures

The study used conventional means to measure the variables. For instance, to measure work-family conflict the researchers considered it's two facet WFC and FWC, and used ten measurement scales (five items for each constructs WFC and FWC) cited by Netemeyer, Boles, and McMurrian (1996). Work-life balance policies is measured by adopting five items from Hayman (2005) whereas supervisory support is measured by five items from Dinger, Thatcher, and Stepina (2010). Besides, the family-spousal support by using six scales from King, Mattimore, King, and Adams (1995), coworkers' support by using five scales given by Dinger et al. (2010), and Employee performance and productivity is measured by using five items from (Cohen, Kamarck, & Mermelstein, 1983). All the related items, except the demographic information, were tested using 5-point Likert scales indicting 5= 'Strongly agree' to 1= 'Strongly disagree', with 3 as a neutral mid-point were followed to design the questionnaire.

4.5 Data reliability and validity test

The researcher have used Cronbach's alpha and composite reliability to ensure data reliability whereas the constructs validity, convergent validity (average variance extracted and item loading were used) and discriminant validity (items factor loading and square root of AVE) were used to measure data validity. In general, the acceptable value of alpha and composite reliability should be minimum 0.70 or above (Hair, 1995; Hall & Hall, 2008). On the other hand, that the average variance extracted (AVE) and items loading should be at least 0.50 to satisfy the convergent validity (Hair, 1995), whereas to satisfy the discriminant validity, the value of square root of the AVE of a construct must be greater than its correlation (Henseler, Ringle, & Sinkovics, 2009). Here, the obtained value for Cronbach α, composite reliability, factor loading, AVE, and square root of AVE for each of variables were satisfied with minimum level of reliability and validity which is presented in table 1.

Table 1. Reliability and Validity Testing Results using α, CR, AVE and Square root of AVE

	SS	FS	CS	WLBP	WFC	EPP
Cronbach α	0.727	0.896	0.729	0.783	0.718	0.772
Composite Reliability	0.943	0.889	0.882	0.885	0.840	0.859
AVE	0.526	0.573	0.530	0.578	0.512	0.541
Square root of AVE	0.768	0.746	0.714	0.729	0.770	0.739

Source: Compiled by author

* Here, SS- Supervisory support, FS-Family support, CS- Coworkers' support, WLBP- Work-life balance policies, WFC- work-family conflict, and EPP- Employee performance and productivity.

5.0 Impacts of WFC on Employee Productivity and National Economy

5.1 Participants demographic information

The total 420 respondents profession, age, gender, education level, level of job, nature of job and organizations are different from each other's. Among the respondents 68% were male, 83% have graduation and more, 71% are in between the age of 30-50 years, 59% have private job, about 52.5% have more than 5 years job experience, and about 89.76% have at least one dependent whether child or old-aged person.

5.2 Descriptive Statistics Analysis

Before stepping to the final analysis the researcher have tested the descriptive statistics which is represented in the table-2, and it evident that all the average (mean) values exceed 4.0. In case of average statistic the minimum is 2.00 for drive for work-family conflict and maximum 5.00 for all the variables.

Table 2: Descriptive Statistics

Measures/ /Variables	Range Statistic	Min Statistic	Max Statistic	Mean		Std. Dev.	Variance Statistic
				Statistic	Std. Error.		
SS	2.33	2.67	5.00	4.2778	.02629	.49884	.249
FS	2.67	2.33	5.00	4.1463	.03181	.60347	.364
CS	2.50	2.50	5.00	4.2590	.03753	.71208	.507
WLBP	2.00	3.00	5.00	4.3806	.03133	.59446	.353
WFC	3.00	2.00	5.00	4.2646	.03768	.71491	.511
EPP	2.60	2.40	5.00	4.2667	.03443	.65325	.427

* Here, SS- Supervisory support, FS-Family support, CS- Coworkers' support, WLBP- Work-life balance policies, WFC- work-family conflict, and EPP- Employee performance and productivity.

The table-3 simplifies the correlations exist among the considered variables. It revealed that, all variables are positively connected with each other at 1% significance level. Here, the uppermost correlation (r=0.729) exist in between WFC and WLBP, while the lowermost value (r=0.359) exist in between FS and EPP, and all other values are in between these two.

Table 3. Correlation Coefficient Matrix

Variables	SS	FS	CS	WLBP	WFC	EPP
SS	1					
FS	.541**	1				
CS	.556**	.459**	1			
WLBP	.509**	.477**	.697**	1		
WFC	.499**	.448**	.718**	**.729**[**]	1	
EPP	.406**	**.359**[**]	.607**	.636**	.687**	1

** Correlation is significant at 1% level (2-tailed). N= 420.

* Here, SS- Supervisory support, FS-Family support, CS- Coworkers' support, WLBP- Work-life balance policies, WFC- work-family conflict, and EPP- Employee performance and productivity.

Table-4 shows the linear regression of WFC on employee performance and productivity (EPP). The table explains that supervisory support (SS), and co-workers support (CS), family support (FS), and work-family conflict (WFC) have negative effect, whereas coworkers support (CS), work-life balance policies (WLBP) have positive effect on dependent variable EPP. In addition, it also specifies that three variables (CS, WLBP, WFC) have significant effect (as P <0.01); P <0.05) on employee performance and productivity (EPP). On the other hand, the effects of SS and FS on employee performance and productivity are insignificant (as their value P >0.05).

Table 4 Analysis of Regression Coefficients

Model Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% Confidence Interval for β	
	B	Std. Error	B			Lower Bound	Upper Bound
(Constant)	.163	.337		.489	.627	-.488	.813
SS	-.016	.078	-.008	-.188	.853	-.167	.138
FS	-.019	.065	-.014	-.289	.776	-.139	.104
CS	.166	.066	.153[*]	2.557	**.013**	.038	.297
WLBP	.319	.079	.242[**]	4.099	**.000**	.167	.474
WFC	-.426	.067	.387[***]	6.225	**.000**	.293	.558

a. Dependent Variable: EPP- Employee performance and productivity

[*]Significant at 5% level, [***]Significant at 0.1% level.

Here, SS- Supervisory support, FS-Family support, CS- Coworkers' support, WLBP- Work-life balance policies, and WFC- work-family conflict.

5.3 Multiple regression analysis: Hypotheses Testing

Table-5 represents the multiple-linear regression analysis of the impact of different variables (SS, FS, CS, WLBP, and WFC) on employees' performance and productivity (EPP). In model-1, the calculated values of independent variables shows that supervisory support (SS), and family support (FS) have negative effects, and oppositely coworkers support (CS), and work-life balance policies (WLBP) have positive effects on EPP. However, the conclusion of CS and WLB on EPP are significant at 0.1% level and related hypotheses H2 and H4 are accepted. Besides, in model-2, the variable WFC is added as mediating variable which represents that the consequences of WFC on employee performance and productivity are also significant at 0.1% level. Thus, H5 is also accepted. Oppositely, the hypotheses related to variables supervisory support (SS) H1, and family support (FS) H3 are not significant and rejected due to their higher p-values ($P \geq 0.05$).

Table-5. Multiple linear regression analysis of national economy

Model Variable	Model 1	Model 2
Independent Variables		
(Constant)	.107	.443
Supervisory support (SS)	-.039	-.057
Family support (FS)	-.048	-.047
Coworkers' support (CS)	.304***	.169***
Work-life balance policies (WLBP)	.513***	.313***
Mediating Variable		
Work-family conflict (WFC)		.421***

Note. N= 420, Entries are standardized regression coefficients.

Dependent variable: Employee performance and productivity

*** $P \leq 0.1$, ** $P \leq 0.01$, * $P \leq 0.05$ (two tailed).

5.4 Major findings and discussions

WFC/ FWC is identified as one of the significant reasons which has negative impacts on employees' performance and productivity especially in developing countries. Besides, the level WFC is varies depending on the supervisory support (SS), coworkers'' support CS), and family support (FS), and organizational work-life balance policies (WLBP). The present study also have found some association between SS, CS, FS, WLBP, WFC, and their EPP supervisory support, coworkers' support, family support, work-life balance policies, work-family conflict, and their effects on employees' performance and productivity which ultimately reduced national productivity and adversely affect the greater economy. The study findings is also related with Subhash, Rina, Saroj Kumar, and Neha (2016) who have found 'eight workplace characteristics namely-development and flexibility, co-workers' support, supervisory support, job competence, self-employee control, practicing overtime, flexibility, and discrimination, that have significant effects on work-family conflict in dual-career couples'. The main thing is that if employees are able to achieve WLB, they would be healthier and supportive to the organization which will directly affect job satisfaction, employees' performance & work outcomes, and organisational effectiveness & growth (Asbari et al., 2020; Cazan et al., 2019; Grandey, Cordeiro, & Michael, 2007). Moreover, the overall findings of the hypotheses testing is summarized in the table-6:
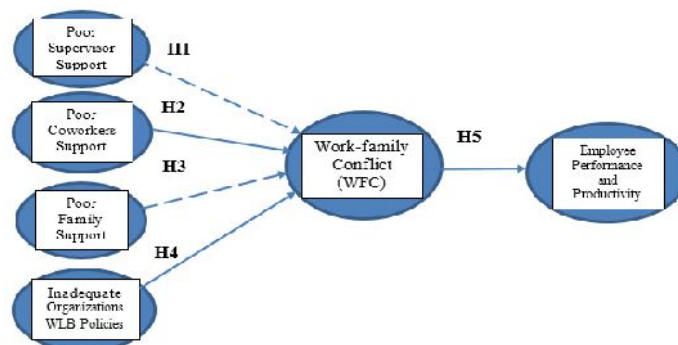
Table 6. Summary of hypotheses testing results

Formulated Hypotheses	β	P	Accept or rejection decisions
H1: SS has significant impacts on WFC	-.039	.508	**Hypothesis rejected**
H2: CS has significant impacts on WFC	304***	.000	Accepted at 0.1% significance level
H3: FS has significant impacts on WFC	-.048	.300	**Hypothesis rejected**
H4: WLBP has significant impacts on WFC	.513***	.000	Accepted at 0.1% significance level
H65: WFC negatively affects EPP	.421***	.000	Accepted at 0.1% significance level

* Here, SS- Supervisory support, FS-Family support, CS- Coworkers' support, WLBP- Work-life balance policies, WFC- work-family conflict, and EPP-Employee performance and productivity.

The hypotheses tested results indicates that hypotheses related to coworkers support (H2), organizational WLB policies (H4) have significant effect on work family conflict (WFC); and finally WFC significantly affects the employees' performance and productivity and also have indirect effects on the overall country's productivity and national economy. However, hypotheses related with supervisor support (H1), and family support (H3) are not significant here which is presented in dotted lines in the figure-2.

Figure-2. The tested model of WFC and employee productivity

6.0 Conclusion and Recommendations

6.1 Conclusion

All over the world women participation and the number of dual career couples are increasing over the last few decades and still continued. The working individual whether male or female is to take care of family responsibilities like childcare, elderly care, household activities, maintain kinship and social networks as well as to fulfill their work demand which makes their lives complex to make balance in between work and family life. This situation has so many negative impacts on individuals' life, their physical, and mental health, productivity, fertility rate, and other sides. So, it is the high time to introduce and fully implement the WLB policies in all the organizations to optimize the highest level of HR productivity. Casper and Buffardi (2004) argued that both employers' and employees' should emphasis on work-life balance-'it concerns the employees in terms of their stress level and its resultant outcomes is of ill-health, and it makes employers anxious, as the ill-health of their employees translates into reduce productivity and increased absenteeism'. Furthermore, it is to be said that the effectiveness and success of WLB policies and practices depends on the organizational policies, supervisor and co-worker's support, and the readiness of both parties- employers and employees of all level. The organization which can ensure employees work-life balance; will get the higher outcomes form their existing employees or even the potential employees as these organizations will get preference to the job seekers; which will help to attract the best talented employees (Casper & Buffardi, 2004).

This research is an initiative to make aware the employers about the employees WFC problem; and its impacts on employees' performance and productivity. The researcher think that it will open a new window regarding the effect of WFC on employee performance and productivity but it must be nurtured by the HR practitioners and owner of the organizations. If the organizations can ensure the congenial working environment for their employees surely the employees will be able to produce more for the organization or national economy. Organizational dynamic leadership, supervisor and co-worker's support, mutual respects, candid sharing, employee supportive polices can reduce the employees work-family

conflict and make a balanced life that can also help to increase employees' performance and also national productivity. Moreover, the employees, managers, and employers of all the level should be more punctual and ready to welcome any change for the betterment of the greater interest of the national economy. As the topic is a burning issue, the researcher expects and firmly believes that the research findings will help the government, owners of the organizations, HR practitioners, and employees of Bangladesh to overcome the prevailing condition of work-family conflict and ensure WLB to develop the future human resources and economic prosperity. The research model used in this study can be a useful tool to formulate the future HR polices of the government and non-government organizations to ensure optimum output from their workforce.

6.2 Recommendations

Considering the research findings, the researcher proposed some suggestions to make employees' work-life balance and ensure organizational outcomes through employees' better performance and productivity. As the issue is important for both employers' and employees'; so both the parties should come forward to exert combine efforts to fix the organizational family-supportive policies through diagnosing the overall issues where both parties will be in win-win situation (Edna, Aharon, & Gil, 2017). Besides, when the organizations able to develop any policy; it must evaluate continuously and update time to time so that employees feel the organizations are aware about their wellbeing. The study identified that supervisory support, family-spousal support, coworkers support, and organizational WLB policies effects the employee WFC, and their productivity and in long-run its also affects the national economy. As the number of female employees increasing day by day in the country's labor market and the research found that working mother and dual-earner couples are facing severe problem in case of their child-care. So the organizations should have arrangement of in-house day-care and pre-schooling opportunities for their employees' kids so that they can concentrate more to their works and able to mitigate minimum level of work and family conflict. Besides, the organizations should introduce and widely practice the flexi-time, compressed work week, part-time work, career break (service gap) etc. which will also help employees to work with greater autonomy and responsibility. Many former research all over the world also have

suggested to ensure flexi-time (Shagvaliyeva & Yazdanifard, 2014), compressed work week (Mansour & Tremblay, 2016), part-time work (Mansour & Tremblay, 2016), career break, (Dahm, Glomb, Manchester, & Leroy, 2015) to minimize WFC and ensure employee performance and productivity. Organizational social support (supervisor and co-worker's support), skills and job fit, proper respects and fair treatment, specific career paths, career growth and development opportunities, recognition and appreciation from the organizations and immediate supervisors are also make employees confident, efficient, and optimist for the better future which should be considered by the organizations or employers to get the optimum output from the employees.

Furthermore, to some extent the employers/ supervisors should allow the employees to schedule self-discrepant time allocation (Dahm et al., 2015), individual's coping strategies (Somech & Drach-Zahavy, 2012), and ensure psychosocial safety climate (Sari & Diane-Gabrielle, 2018) for their employees which will help the employees' to work independently and give better output both in work and family domains. Some researcher like Hubers, Schwanen, and Dijst (2011), and Martín (2017) suggested to introduce ICT-based strategies and telecommuting service to minimize WFC and balanced work and family life; though in Bangladesh it is not easy to ensure due to inadequate ICT support but already have adopted in small scale during COVID-19 situation in 2020-21, and the organization should continue it for their regular activities at least for some specific positions and considering the nature of the job, The study also suggested that the employees should try to improve their emotional intelligences, social support, and family bondage which can significantly moderate the WFC situation and ensure a balanced work-family life. Moreover, the organizations should always take proactive measurement through consult with the employees as there is always a gap between managerial and employees' perception regarding work-life balance policies.

7.0 Research Contributions and Implications

The present research is a unique one and it has some contributions to the work-family conflict and work-life balance literature in different ways. Though such type of researches have conducted in the developed countries, it is one of the

pioneer studies in developing countries perspective especially in Bangladesh. The study is able to make a connectivity of coworkers support, and work-life balance policies with work-family conflict and which is responsible to slacken the employees' performance or productivity. The study identified several issues which can minimize work-family conflict and improve employee productivity. Besides, this research can also enrich the literature of international HRM as the study samples are quite similar over the world. This study can be worthwhile to form better concepts regarding the association between WFC, job performance and considered variables as none have tried to link these variables in a single study.

The study results have both theoretical and practical implications. Theoretically, it will help the researchers to deepen the knowledge on the relationship between WFC and job performance with the relations of supervisor's support, coworker's support, family/ social support, and work-life balance policies on the outcomes of work and family domains. This study is an imperative one as employees are the only one who can feel the need for such type of support and their impact on the relationship between WFC and job performance. Besides, this study concentrated on a large number of participants who have faced WFC and being puzzle to make a balance in their work and family lives which make the HR professionals, owners of the organizations, policy makers, researchers, and academicians worried about the future of the work-life balance conditions of the employees. The study findings also help the concern parties to formulate their future work-life balance policies to consider the employee-friendly working environment, quality of work life and better organizational culture.

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