

Research Paper

Examining The Relationship and Influence of Family Cohesion and Work-Family Conflict on Individual Performance on Job Employees

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ABSTRACT

This study examines the relationship and influence of family cohesion and work-family conflict on individual work performance among job employees using standardized scale to measure all variables. A total of 80 job working people participated in the study. Results indicate that work-family conflict is associated with job performance. This means work to family conflict or family work conflict do have some impact on the individual's work performance.

Keywords: Family Cohesion, Work-family conflict, Job employees, Cross-sectional survey, Quantitative method

Family Cohesion:

Families with healthy levels of cohesion communicate emotionally with one another and strike a balance that encourages both individual freedom and family unity. good family cohesiveness is a resource that families may use to help them face the daily challenges of raising a child with autism, support the maintenance of a good marriage, and create a caring atmosphere for all of the children in the family. Members of families with strong bonds to one another feel included and emotionally linked to the family.

Family cohesion is a group-level concept, but it must be measured in terms of specific interactions among family members. We believe the family exists to meet three types of needs of the individuals in it -- social, emotional, and material. The interactions between family members are designed to accomplish this goal, and a particular interaction can be classified according to which one of the three needs it primarily addresses. Thus, the level of family cohesion, or the balance achieved between the two opposing forces identified by Olson, Sprenkle and Russell (1979), is determined by the ways in which a family goes about meeting the social, emotional, and material needs of its members.

There are various dimensions to family cohesion:

- a. **Communication:** Every family is distinctive. Others are more private and reserved. Some families are boisterous and loud, with everyone vying for the last word. Every

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family has its own unique communication style, which plays a crucial role in creating wholesome bonds and elevating each member's sense of self. Family relationships can be strengthened by open communication in happy times and can be repaired in difficult ones. When the verbal and/or nonverbal messages given are understood and applied correctly, communication is deemed effective.

- b. Problem Solving:** According to Epstein, Bishop, Ryan, Miller, and Keitner (1993), problem-solving is the ability of the family to deal with issues in a way that preserves efficient family functioning. Family issues can take many different forms. Some issues relate to monetary decisions made on a daily basis or getting the kids to and from school. These are referred to as instrumental issues. Affective issues are a category of concerns that deal with a family member's feelings and emotions. Both may play a role in some issues. For instance, dealing with practical concerns regarding transportation and emotional concerns relating to the kid's anxiety of being left at a foreign place for the first time may be necessary when enrolling a child for the first time in day care. Families with established problem-solving procedures are more likely to successfully handle both kinds of problems. Families that become stuck and are unable to solve a problem should learn and use a problem-solving strategy.
- c. Role Accountability:** Every member of a functioning family has a certain task to play. In order to prevent someone from being asked to take on too many tasks, these roles are divided among the various members. Too many responsibilities placed on one family member might lead to issues. An illustration of this is the expectation placed on mothers who work full-time to care for the family's children and handle the majority of home duties on their own with little help from other family members. As a family, it's crucial to talk about how each member perceives the duties that have been placed in front of them. Changes may be necessary if a person feels overworked and unable to carry out that specific position.
- d. Allow for flexibility:** Role flexibility is crucial for a happy family. Over time, family roles inevitably evolve. In times of crisis, such as when a relative is suddenly diagnosed with a serious illness or passes away, they may also change. In these circumstances, the ability of the healthy family to adjust and adapt, which frequently necessitates a temporary or permanent shift in roles, makes the difference between healthy and unhealthy families. Other family members may need to assume new responsibilities (such providing financial support) in the event of illness or death.

Different form of Conflict:

Work to family Conflict: Work-to-family conflicts arise when obligations and experiences at work conflict with family obligations. Examples include long, irregular, or rigid work hours, work overload and other types of job stress, workplace conflict, frequent travel, career transitions, or an unsupportive boss or organization. For instance, a parent might be unable to pick up their child from school due to an unforeseen meeting that occurs late in the day.

Family to work Conflict: Family-to-work conflict arises when family obligations and experiences collide with work life, such as the presence of young children, primary parental

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duty for children, elder care responsibilities, interpersonal conflict within the family unit, or unsupportive family members. A parent may need to take time off work, for instance, to care for a sick child or to attend a child's competition or performance. Conflict between employees' families and their jobs is said to reduce employee productivity.

When expectations at work collide with demands at home, work family conflict results. Researchers Jeffrey Greenhaus and Nicholas Beutell have identified three main categories.

1. When there are conflicting home and work needs that happen at the same time (such as meeting with a child's teacher at the same time as a work meeting), or when there aren't enough hours in the day to fully handle requests from both sides, time-based conflict arises.
2. Conflict that is based on strain occurs when stress from one area interferes with or "spills over" into another. This might occur if you have a fight with your spouse and it affects your attitude at work, or if you argue with your child because you're frustrated at work.
3. Behavior-based conflict arises when you find it difficult to shift your focus from one area to another, treating your spouse or a customer occasionally like a coworker or your child.

For both employees and family members, work-family conflict can be unpleasant. When requests cannot be adequately met, it can result in disagreements and interpersonal confrontations with partners, kids, coworkers, and superiors. Anxiety, burnout, anger/frustration, and other forms of stress can be experienced by people who have a lot of work-family conflict. It can erode both career and family satisfaction, resulting in all-around unhappiness for both family members and workers.

Why Do Employees Experience Work-Family Conflict?

Employees and family members may experience stress as a result of work-family conflict. When it is impossible to effectively meet all demands, it can cause disputes and interpersonal issues with spouses, kids, coworkers, and supervisors. People who have a lot of work-family conflict may feel anxious, burnt out, or angry or frustrated. It can reduce both employee and family member happiness by undermining both family and career satisfaction.

Job Satisfaction

According to Soomro et al. (2018), job satisfaction is characterized as a pleasant emotional state and is a key factor in determining how well employees are treated at work. This generally has a favorable impact on their performance. Numerous intrinsic and extrinsic reward elements have an impact on job satisfaction because it influences an employee's emotional connection with his or her supervisor, which the employee links with the job.

Career success in organizations, according to Erdogan, Karakitapolu-Aygün, Caughlin, Bauer, and Gumusluoglu (2020), is not solely a result of one's skills and abilities.

Instead, it is crucial in determining the conditions that will lead to job success. The same goes for job satisfaction, according to Soomro, Breitenecker, and Shah (2018) who claim

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that it consists of both an emotive and a non-affective (cognitive) component. The employee's emotional condition is referred to by the affective component, while their contentment with their evaluation of their work performance is referred to by the non-affective (cognitive) component.

Since this element is the main focus of research in the majority of the literature on organizational behavior, social psychology, and industrial/organizational psychology, job satisfaction is a hot topic.

Instead of referring to a single job, Lambert, Liu, Jiang, Kelley, & Zhang (2020) define job satisfaction as employees' perceptions of total job satisfaction. Job satisfaction is a crucial work attitude that has been linked to higher job performance, lower layoff support, higher life satisfaction, higher organizational citizenship behavior (beyond what is expected at work), lower turnover intentions, lower absenteeism, higher workplace creativity, and more support for organizational change.

REVIEW OF LITERATURE

According to the (Monika Agrawal et al., 2022) research conducted on “the relationship between family cohesion, family-work conflict, enrichment and psychological health of Indian police” signifies that family togetherness is an important family resource that lowers FWC and raises FWE. The results further show that FWE enhances psychological well-being. The study also shows that the relationship between family cohesion and psychological health is totally mediated by FWE. (Neziri et al., 2016) conducted research on “Family Cohesion and the Efficacy of Employees in the Working Environment” shows that the magnitude of employees' effectiveness in the workplace was shown to differ significantly amongst the types of families that were disengaged, separated, linked, and very connected. The results of the linear regression demonstrate that family cohesion can be used as a predictor to account for the effectiveness of the employees at work. Females report higher levels of cohesion based on gender, while the moderating variables of employee age and experience have no statistically significant impact on the relationship between the phenomena.

Emphasizing on work-family conflict part (Obrenovic et al., 2020) conducted research on “Work-Family Conflict Impact on Psychological Safety and Psychological Well-Being: A Job Performance Model” offers organizations insightful information on how to improve worker effectiveness and performance by avoiding work-family conflicts. In accordance to research by Horta et.al (2020) on “the effect of Work Family Conflict on Job Performance Through Emotional Exhaustion” show that family to work conflict has a direct and significant impact on job performance, as shown by a significant value below 0.05. The research was conducted on nurses with a total sample of 70 people, the analysis technique used was path analysis using SPSS 21. The independent variables in this study were work to family conflict (X1) and family to work conflict (X2), the mediating variable was emotional exhaustion (Z) and the dependent variable is job performance (Y).

(Dessy et al., 2020) conducted research on “Implementation of Coping Strategy in Work-Family Conflict on Job Stress and Job Satisfaction: Social Support as Moderation Variable” shows that work-family conflict had little bearing on job stress. However, the conflict between work and family has a detrimental effect on job satisfaction. Additionally, even after being influenced by social support, the work-family conflict has no relation to job

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stress. Alternatively, after being influenced by social support, the work-family conflict has a negative impact on job satisfaction.

Ivancevich et al. (1997) contends that employees' reactions to and perceptions of their job responsibilities and expectations of the organization's feedback on what they have accomplished are related to job satisfaction.

METHODOLOGY

Aim of the study:

To assess the influence of family cohesion and job-work conflict on individual's job performance.

Objective of the study:

To study whether the family cohesion and family-work conflict has any effect on job performance.

Hypothesis:

1. To prove if there is any relationship between Family Cohesion and Individual's Job Performance
2. To prove if there is any relationship between Work-Family conflict and Individual's Job Performance
3. To prove if there is an influence of Family Cohesion on Individual's Job Performance
4. To prove if there is an influence of Work-Family conflict on Individual's Job Performance.

Operational Definition:

- **Family Cohesion:** Family cohesion has been defined as the emotional bonding that family members have toward one another (Olson, Russell, & Sprenkle, 1982).
- **Work-Family Conflict:** Work-family conflict is a growing challenge for modern society, as a vast majority of men and women report that work interferes with their family responsibilities (Glavin & Schieman, 2012)
- **Job Performance:** Job performance is defined as the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard period. (Motowidlo, Borman, & Schmit, 1997)

Sampling:

A convenience sample of 80 Indian job employees as recruited for the study through distribution of questionnaire online. Out of which 48.8% were female, 51.2% were male. The study consists of participants from all over India. The participants were selected from the eligibility criteria i.e., between the age group of 18-45 years and job experience for at least 6 months.

Research Design:

The present research will follow a correlational and regression analysis approach consisting of three variables to explore their correlation and influence on each other. The hypothesis formed will be tested empirically.

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Instruments:

Three measures were used in this study,

1. **McMaster Family Assessment Device:** - This scale was used for measuring Family Cohesion variable. Based on the McMaster model of family functioning, the McMaster Family Assessment Device (MFAD; Epstein, Baldwin, & Bishop, 1983) is a 60-item self-report tool (Epstein, Bishop, Ryan, Miller, & Keitner, 1993) designed to assess various elements of family relationships. Items are phrased to indicate both positive family functioning (for example, "We feel accepted for who we are.") and negative family functioning (for example, "We don't get along well together. Response options include strongly agree, agree, disagree, and strongly disagree. Participants rate how well each statement describes their family. In case reverse scoring is required, greater values reflect worse family functioning. The MFAD produces scores on six aspects, including problem-solving, communication, roles, affective responsiveness, affective engagement, and behavioral control, in addition to a General Functioning Index. The general functioning subscale can be used independently and has shown good psychometric properties in Latino samples. So, this subscale was used instead of other six sub scales which included 12 items. Reliability: The internal consistency, measured by Cronbach's alpha, from Epstein for each subscale range from 0.72 to 0.92, using a community sample.
2. **Work-Family Conflict (ISSP)** - The four item scale measures work-family conflict as a two-directional process – work interference with family and family interference with work. The degree of interest conflicts between work and family life can be assessed using the Work-Family Conflict Scale. The items can aid in understanding the real situations and behaviour that led to the observed attitudes. The International Social Survey Programme (ISSP), a multinational partnership for yearly attitude surveys on numerous social science topics, includes the Work-Family Conflict Scale. The scale was employed in the Family and Changing Gender Roles module in 2002 and 2012 to gather data on the family structure and general well-being of people in 37 different nations. The module primarily focuses on contemporary gender-related issues, including attitudes towards women's employment, marriage, children, and financial assistance, as well as household management and relationship. Reliability: For the two components "impact from work to family" (WF, items 1 and 2) and "impact from family to work" (FW, items 3 and 4) as well as for all items collectively (WFC), the reliability of the Work-Family Conflict Scale was calculated. Raykov's rho is also demonstrated since Cronbach's alpha produces a biased estimation of the scale reliability.

Country	N	Cronbach's α			Raykov's ρ		
		WF	FW	WFC	WF	FW	WFC
India	987	.56	.50	.65	.53	.55	.59

Validity: We turn to criterion validity in the absence of similar constructs to demonstrate construct validity. Each of the two facets and the mean score of all four questions were associated with other pertinent scales and variables from the ISSP 2012 in order to assess the reliability of the Work-Family Conflict Scale. Higher correlations of the total score with pertinent variables show better validity for work-family conflict in general, whereas the facets should reflect conflict owing to the influence of family on work (FW) or the impact of work on family (WF), respectively.

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3. Individual Work Questionnaire: The Netherlands produced the Individual Work Performance Questionnaire (Koopmans, 2015), an 18-item scale that assesses three key aspects of job performance: task performance, contextual performance, and unproductive work practices. All items have a recall period of three months and a 5-point rating scale (0 = *seldom* to 4 = *always* for task and contextual performance; and 0 = *never* to 4 = *often* for counterproductive work behavior). Reliability: Reliability of the scores was adequate ($\alpha = .83$, $\alpha = .87$, and $\alpha = .77$ for task performance, contextual performance, and counterproductive work behavior dimensions, respectively).

Statistical Analysis:

A test of normality was conducted and it was found that the data is not normally distributed thus Spearman ranked correlational was performed twice and two regression tests to check if the family cohesion and work-family conflict has correlation and any influence on the job performance of the individual.

RESULTS AND DISCUSSION

Table No.1 – Spearman’s Correlation between Family Cohesion and Job Performance

Spearman’s rho		Family Cohesion	Job Performance
Family cohesion	Correlation Coefficient	1.000	-.106
	Sig. (2-tailed)	.00	.349
	N	80	80
Job Performance	Correlation Coefficient	-.106	1.000
	Sig. (2-tailed)	.349	.00
	N	80	80

Interpretation: There is no significant relationship between family cohesion and job performance, suggesting that the null hypothesis is accepted, which says that ‘There is no relation between family cohesion and job performance.’

Table No.2 – Spearman’s Correlation between Work-Family Conflict and Job Performance

Spearman’s rho		Work Family Conflict	Job Performance
Work Family Conflict	Correlation Coefficient	1.000	-.232*
	Sig. (2-tailed)	.00	.038
	N	80	80
Job Performance	Correlation Coefficient	-.232*	1.000
	Sig. (2-tailed)	.038	.00
	N	80	80

Interpretation: There is a significant relationship between work-family conflict and job performance, suggesting that the null hypothesis is rejected, which says that ‘There is a relation between family cohesion and job performance.’

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Table No.3 – Linear Regression between Work Family Conflict and Job Performance.

Independent Variable	Dependent Variable	Standardized β	T - value	Model Summary
Work family conflict	Job performance	-.234	-2.121	R ² - .084 F – 3.511 Sig. - .035

A standard linear regression analysis was conducted to find out if there was any significant influence between work-family conflict and job performance among job performance. In model 1, work-family conflict on job performance results found to be $F(80) = 23.963$, $p < 0.05$, was statistically significant.

DISCUSSION

For the data analysis normality tests performed on the variable's family cohesion, work family conflict and job performance. Two tests of normality, the Kolmogorov-Smirnova test and the Shapiro-Wilk test, were conducted for each variable. The results indicate all variables are normally undistributed and is therefore non-parametric. The significance values for each variable show that family cohesion, work-family conflict and job performance are all significantly different from normal.

Spearman's correlation test performed on the relationship between 1) family cohesion and job performance 2) family-work conflict and job performance The correlation coefficient between first two variables is -0.106, indicating a weak negative correlation. However, the significance value of 0.349 suggests that this correlation is not statistically significant. Based on these findings, we can conclude that there is no significant relationship between family cohesion and job performance among job employees. Therefore, we accept the null hypothesis that, "Family cohesion will not be associated with job performance among job employees." It is important to note that the sample size for this study is relatively small, with only 80 participants. This may have limited the power of the study to detect significant relationship between the two variables. Therefore, future research with larger sample sizes may be necessary to provide more conclusive evidence on this topic.

The correlation coefficient between other two variables i.e., work-family conflict and job performance are -.232*, indicating a weak correlation. However, the significance value of 0.38 suggests that this correlation is statistically significant. Based on these findings, we can conclude that there is significant relationship between family-work conflict and job performance among job employees. Therefore, we reject the null hypothesis that, "Family-work conflict will not be associated with job performance among job employees."

Linear regression analysis was also performed to test whether work family conflict has any influence on job performance. The relationship between conflict and corporate performance, according to (Robbin, 1996), "shows that, if the level of optimal conflict is the level of conflict is very functional then the performance will be maximized. Conflict levels that are too low result in low or stagnant corporate performance and delayed adaption to changing external conditions. Conflict that is excessively intense will create barriers, make people uncooperative, and prevent the firm from achieving its objectives."

According to Kurniawan et.al (2018) implies that higher or increased work conflict will result in decreased employee performance. Under certain circumstances, conflict within a

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workplace is essential for fostering a healthy competitive spirit and enhancing cooperation. However, if conflict becomes excessive, it will undoubtedly be lethal and negatively impact employee performance.

CONCLUSION

In conclusion, the work-family conflict variable has more correlation and influence on job performance than family cohesion. However, the findings of this study have important implications for understanding the ultimate relationship between work-family conflict and job performance among job employees. It can also help researchers to have a detail study on one of the factors for change in job performance.

The current research has several limitations that should be considered when interpreting the results. First, the future study can emphasize more into the relationship status of an individual and how effective it can be on job performance. Second, as the result showed there is no effect of family cohesion and job performance, study can be done on an emotional quotient of an individual to find if it is directly or indirectly proportional to family cohesion for more in-depth reasons for not being associated to job performance. Also, in future different types of occupation can be taken into consideration to understand what kind of role does family plays depending on the variety of the work. Cultural background sometimes also play an important role so it may also be seen as one of the interesting part to explore this topic.

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Conflict of Interest

The author(s) declared no conflict of interest.

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