

## **Family conflict and employee performance: Evidence from First Bank PLC, Calabar**

**Etebong Attah Umana**

*Department of Business Management  
Faculty of Management Sciences  
Ebonyi State University, Abakaliki, Nigeria*

### **Abstract**

This study examined the effect of family conflict on employee performance in First bank, Plc, Calabar. The objectives were to identify the causes of conflicts among family, examine how family conflict influence employee performance and analyze how family conflict affects employee commitment at work. The study employed survey design and sample 50 respondents from the population. Data was analyzed using simple percentage method and frequency table. Based on the analysis it was revealed that family conflict is damaging to an employee emotional and psychological wellbeing due to worries and lack of peace of mind, thus affects work performance negatively. It was also revealed that family conflict breeds employee anger, anxiety, depression, nervousness, irritability, aggressiveness, and boredom which results in low employee performance. It was equally shown that family conflict breeds poor behavioural signs by employee like eating more or less, cigarette smoking, use of alcohol and drugs, rapid speech pattern, nervous fidgeting which leads to absenteeism from work, moving from job to job and causes performance to deteriorate. Based on this, it was recommended that individuals should apply diplomacy in handling problems and not be hard on their spouse. Also, individuals should be mindful of words before they release to their spouse in any circumstance.

**Keywords:** family conflict, employee performance, First Bank PLC Calabar.

### **Introduction**

Family is a union of a husband, wife and the children (if any), a biologically related group, grand parent, children and relations living in a household, the group that someone grows up in, the group people spend most of their time (Sandstorm, 1972). According to Murdrock (1969), the family is a social group characterized by common interest, residence, reproduction, social and economic cooperation. There are two types of family namely; nuclear and extended family.

On the other hand, conflict is defined as a situation that marks a turning point, when things cease to go on as usual (Akanda 2008). He added that conflict can also be defined as the lack of peace in an environment. Conflicts often affect family relationships, family goals, values and standards. Family crisis occur when the family has to change. It is a turning point where things will either get better, or they will get worse. Sometimes, day to day hassles can pile up and cause a stress overhead. Conflict in a family therefore refers to a situation whereby the smooth interaction and relation among members of a family is disrupted because of one thing or another. It

can be between the two parents or between parents and their children. Conflict in a family can be as a result of lack of trust, drunkenness, lack of dialogue, lack of respect, joblessness and idleness. It comes in form of fights, quarrels, spouse battering, which can psychologically affect an employee in an organization.

A family conflict can equally be seen as any fight or problem that occurs within a family. This could include conflicts between husbands and wives, children, siblings, grandparents, and extended families. These conflicts vary immensely and can lead to death of a family member, illness of family member, financial hardship, and transitions such as career transition or relocating to a new area (Schmidtgall, 2000). Other causes include addition of new family members, children having issues in school, and other disagreements between household members, family members have different views or beliefs that clash. Sometimes conflict can occur when people misunderstand each other and jump to the wrong conclusion. Issues of conflict that are not resolved peacefully can lead to arguments and resentment. It is normal to disagree with each other from time to time. Occasional conflict is part of family life. However, ongoing conflict can be stressful and damaging to relationships. Some people find it difficult to manage their feelings and become intentionally hurtful, aggressive or even violent. Communicating in a positive way can help reduce conflict so that family members can reach a peaceful resolution. This usually means that everyone agrees to a compromise or agrees to disagree. Sometimes, strong emotions or the power imbalances that can be present in relationships are difficult to resolve and can only be addressed in a counselling situation (Marks, 2006).

According to Walker (1999), studies carried out have shown that when one form of violence was found in the family, other forms were more likely to also occur and that violence in the family has a direct relationship to community violence and other forms of aggression and gender based violence. Law enforcement in many countries will not intervene in what is often called a "domestic quarrel" even though psychological research indicates that without such intervention, abusers are unlikely to seek help to stop their battering behaviour. Research has found a strong relationship between violence in the home and violence in the community. Golden (2000) reports that prior history of abuse can increase the likelihood of abusive behaviour. According to Steinberg (1996), parental conflict and aggression or a conflict atmosphere in the home is related to offspring's personal or violent crimes. For instance, Murphy and O'Farrell (1994) highlighted the view that parents play a central role in shaping the child's development through their influence. Thus if parents keep having conflicts in their homes, individuals are bound to be affected as they grow up. They also asserted that an employee learned through imitating and identification with the parents and other significant adults. If an employee grew up in a family where violence was a common phenomenon, they may end up doing the same in their families, unless intervention is carried out.

Steinberg (1996) asserts that conflict is a critical aspect of family functioning that often outweighs the influence of family structure on the individual's development. He also reports that individual's health and social development is most effectively promoted by love and at least some moderate parental control. According to Seifert and Hoffnung (1997), employees who have lived for years in situations of neglect or abuse

suffer severe stress. They also state that individuals often receive long term support from parents or other adults at home as well as strong support from employers at the workplace. If the family is undergoing conflict, employees will not be able to focus in their workplace. This study will examine the effect of family conflict on employee performance.

## **1. Statement of the problem**

Family conflict has become an important issue in contemporary organizations because both work and family lives of an employee have started to overlap and hence, disturbing each other due to one's heavy commitments at work. The organizational structures/ policies/ practices are changing rapidly and the workforce has become crucial for the employer and the organization. The organizations are demanding most from the employees i.e., the time, efforts, priorities and attractions etc. to be competitive/ profitable in this ever changing world. The completion of role demand in one domain is badly affecting the other one and the employee either married or single is suffering a lot. These conflicts are resulting in different attitudes (both at work and family life) and these attitudes are job satisfaction and life satisfaction.

In Nigeria today, hardly a week goes by before it is reported in the media that an employee has been hospitalized or killed as a result of family conflicts. Other cases reported are those whereby a female employee leaves her matrimonial home because she can no longer tolerate her husband's behaviour. There are even cases whereby male employees move out of their homes to look for peace elsewhere. There have also been cases of suicidal killings, where a male employee kills his wife and children before killing himself. These incidents take place not only in rural areas but also in urban ones. Newspapers have recorded some of these incidents including where an employee fight in the workplace as a result of the disagreement he had at home with his wife. This led to his sacked at the workplace. Also, the incident where an employee poisoned himself at the office and was hospitalized as a result of home conflict. When families are in conflict, it affects employees in their physical, mental, cognitive, wellbeing, thus affect their performance in the workplace. This study, therefore, sought to find out how family conflicts affect the performance of employees in an organization.

## **2. Objectives of the study**

The main objective of the study is to examine the effect of family conflict on employee performance. The specific objectives include:

- i) To identify the causes of conflicts in families;
- ii) To examine how family conflict influence employee performance;
- ii) To analyze how family conflict affects employee commitment in work;

### 3. Theoretical framework

The theory that fit this study is Social conflict theory. This theory was propounded by Karl Marx in 1948. The theory asserts that conflict in the families is a very normal occurrence. It views family as a class in society, which one of the group is oppressing others. Debatably, a family is not just a social entity of children and married couples but also a social group in which its members are linked to each other through marriage, ancestry, living together and adoption. In addition, they care for each other and share economically. Family is just but a section of society. The theory is based on a family as a difficult system characterized by conflict and inequality that causes social change. It focuses on the way in which members of the family struggle for different aspects of life. This include struggle for resources and power. As the family grows, individuals within the social unit compete for wealth and prestige hence it leads to conflict. It is not always true that families live harmoniously. The theory is there to challenge on such stereotype beliefs. In the contemporary society, the economy faces inflation, hence there is need to struggle in order to survive. According to Marx, individuals in society have different non-material and material resources with more powerful individuals using their powers to exploit and oppress those with no power.

The theory views the family as a societal unit that is in a continuous clash and a state of disharmony. The dynamics in the world have led to changes in roles played by each member of the family. It identifies and elaborates on the dynamism of roles and the genesis of conflicts in the family. Furthermore, it uncovers ways in which the members of the family deals with conflicts, adversity and changes. In families, there exist diversity of powers. For example, in most home, it is believed that the father is the head of the family. When families have been separated, it is important to create a good relationship. It is within the family setup that its members understand and become more emphatic to the causes of conflict. It is so difficult for individuals to interact without conflict. Most often, growth of all the family members of the family occurs through conflict. The conflicts and changes that occur in human life are important indicators of normal development and growth of family members. The important aspect of conflict is how to manage it. Family members should learn how to manage conflicts so that it does not lead to alienated relationship.

The relevance of the theory to the study is that it puts lots of emphasizes on establishing the causes and solutions of family conflict. Families have disagreements of various things, from the minor ones like what to eat for supper to bigger ones on how to bring up children.

### 4. Causes of family conflict

There are many factors that causes conflict among family. Greeman and Johnson (2013) identify and explain the causes of family conflict as follows:

i) **Finances and jobs:** One major source of family conflict is within the area of finances--specifically, the lack of enough money to pay bills, maintain the mortgage or rent, buy sufficient food and other necessities and have any remaining money for recreation. Job or career may contribute to conflict within a family. If a parent's job

keeps him away from home most of the time, the spouse at home with the children often feels neglected or overwhelmed.

- ii) **Sibling rivalry:** Another cause of family conflict is the inevitable rivalry that occurs between siblings. Children typically seek their parents' attention and approval, even if this requires tattling on, or sometimes causing harm to a sibling. Whether a child expresses jealousy of her sibling, competes with him or teases him non-stop, it is destined to cause conflict (Wetchler, 2008).
- iii) **Individual discipline:** While mutual agreement on the subject of individual discipline is crucial, the lack of consensus opens up another potential area for family conflict. If one parent acts as the "disciplinarian," the other parent typically becomes the "consoler" to whom the children turn -- this often pits one parent against the other.
- iv) **In-laws and extended family:** Jokes and in movies abound regarding conflict with in-laws (especially mothers-in-law); however, when you actually become involved in disagreements with your in-laws or extended family, it is no laughing matter.
- v) **Infidelity:** Infidelity can be interpreted in many different ways. It is defined as having sexual encounters with someone outside a monogamous relationship. It is also known as extra-dyadic involvement (Allen & Baucom, 2004). Infidelity can cause family conflict and distress. It may lead to divorce, separation, and other familial changes that cause distress and anxiety.
- vi) **Divorce:** There are many families impacted by divorce and many resulting implications occur because of this family conflict. Some of these implications include anger and resentment, financial hardship, children having difficulties maintaining friendships and other personal relationships, behavioral problems in schools, and other mitigating factors that cause distress within the family dynamics (Cui & Fincham, 2010).

Other possible causes of family conflicts as posited by Fagen and Churchill (2012) are:

- i) **Religious differences:** The difference in religious beliefs can create serious family conflict due to time of worship, spiritual commitment and others.
- ii) **Different family orientation:** Through time, the needs, values and opinions of family members can change and create conflicts. Change can occur between spouses, between parents and children, between siblings, between nuclear families and in-laws, and among extended family members.
- iii) **Influence from friends:** This is a serious cause of conflict in many homes. When a man or woman allows a third party to influence his/her personal decision, then there is bound to be conflict at home.
- iv) **Approaches to life:** There are different approaches to life which are displayed by family members. This can lead to conflict if a spouse finds it difficult to understand the approaches.
- v) **Living habits:** Some family live a habit of extravagancy while others live a simply life, when such people live together, there is bound to be conflict if there is no mutual understanding.
- vi) **Growing background:** The growing background of an individual has a big part to play in a family setting. Those from a discipline background will have a different

belief with those from an indisciplined background, when this happens, there is bound to be a family conflict.

- vii) **Personality of the family:** The personality of a family determines the level of attitude displayed at home. An egoist family will always feel superior to a non-egoist family. This indeed breeds conflict in the family.
- viii) **Poor communication at home:** Lack of proper communication between the husband and wife and between the children and parent causes serious family conflict.

## 5. Concept of employee performance

Employee performance is a key factor that contributes directly to the performance of the organization. Organizations today, with increased competition in the business arena, are keen to boost employee performance in order to enhance their profitability, market reach and brand recognition. Effective performance has a set of manners and actions, which helps organizations and administrations to achieve their long term plans and objectives. For an employee, effective performance rating provides the individual different ways of job developments by giving him different tools of appraisals and reviews to manage his work performances at his maximum level (Blackwell, 2011).

Employee performance is the job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement. Usually employee performance in any occupation is gauged by various parameters that can be highly specific for simple as well as highly complex jobs, often correlating with the complexity of the job description, job manual and/or employment contract. Described as generically as possible, these parameters will include revenue generation (when this is measurable for the employee), customer/client satisfaction, costly or otherwise damaging incidents, work rate, error rates, other measures of productivity, dependability and initiative, attitudes and teamwork.

Borman and Motowidlo (1993) divided employee performance into task and contextual performance. Task performance was defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core. Contextual performance was defined as performance that is not formally required as part of the job but that helps shape the social and psychological context of the organization. Contextual performance has been further suggested to have two facets: interpersonal facilitation and job dedication. Interpersonal facilitation includes cooperative, considerate, and helpful acts that assist co-workers' performance. On the other hand, job dedication, includes self-disciplined, motivated acts such as working hard, taking initiative, and following rules to support organizational objectives.

## 6. The effect of family conflict on employee performance

Family conflict has a lot of effect on an employee performance. Fisher (2012) posited

the effects of family conflict on employee performance to include:

**Emotional imbalance of an employee:** Family conflict is damaging to an employee emotional and psychological wellbeing due to worries and lack of peace of mind. An employee needs to feel safe both at home and work place to develop appropriate attachment and emotional responses. If the home does not provide a safe environment, an employee's brain develops differently, causing him/her to constantly be on alert. This can result in post-traumatic stress syndrome, anxiety, or depression which affect his work performance negatively. Individual that go through neglect due to family conflict, such as lack of peace or mentally ill marriage, also have more behavioral problems that can lead to problems at work place.

Also, Fisher explained that the effect of family conflict causes an employee anxiety and depression at workplace: Family conflict can have long lasting effects, even if individual are older. Family dysfunction, including marital stress, negative parenting strategies such as violence and psychological manipulation, are predictors of anxiety disorders later in life. When an employee faces family conflict, his/her mental health is threatened by high levels of stress and poor mental health (Herzog & Cooney, 2002). Duxbury and Higgins (2011) added that all stakeholders of the organization must work towards work and family balance. They explained that work-family conflict negatively affects employees in the organization as well as their family members. They further asserted that the upshots of work-family conflicts are poor work performance and decrease in productivity due to tardiness, absenteeism, excessive use of the telephone, absence in meetings, difficulty in concentrating and all these will result in higher turnover, lower commitment, and poorer work morale.

Blumenthal (2003) explained different effects of family conflict as follows:

- i) **Subjective effects:** Family conflict leads to anxiety, depression, frustration, fatigue and low self-esteem among employees in the workplace and this affect their performance.
- ii) **Behavioural effects:** Family conflict leads to accident proneness, substance abuse, impaired speech, restlessness and forgetfulness. This can affect employee relationship with colleagues and may damage his/her work goodwill. The behavioural signs of conflict include eating more or less, cigarette smoking, used of alcohol and drugs, rapid speech pattern, nervous fidgeting, which leads to absenteeism from work, moving from job to job and causes performance to deteriorate.
- iii) **Cognitive effects:** Family conflict affects employee thought process, leading to a difficulty or fear of making decisions, forgetfulness, hypersensitivity, mental blocks and difficulty concentrating or thinking clearly. This may be intensified by substance abuse.
- iv) **Physiological responses:** begin in the brain and spread to organs throughout the body. Catecholamine from the adrenaline medulla causes the kidneys to raise blood pressure and the liver to release sugar into the blood pressure and the liver to release sugar into the blood stream. The pituitary gland stimulates the release of corticosteroids, which helps to resist stress but, if in the system for a prolonged period of time, suppresses the immune system. These responses are adaptive for dealing with stress in the form of 'fight or flight' but this response is rarely useful

in urban work, instead the accumulation of stress products in the body is immune-suppressive playing a part in degenerative processes and disease. When this happens, the work productivity of an employee suffers (Cui & Fincham, 2010).

- v) **Effects on health:** prolonged exposure to family conflict has profound and detrimental effects on employees' health. Among possible complications family conflict may exacerbate or play a role in causing ailments like asthma, amenorrhea, coronary heart disease, chest pains, diarrhea, dyspepsia, headaches, migraines, diabetes mellitus, ulcers and decreased libido. When this occurs, an employee performance in the workplace is low and this might lead to his/her suspension from work (Allen & Baucom, 2004).

### 7. Ways of resolving and managing family conflict

Diana (2013) posited the following ways to resolving and managing family conflict as follows:

- i) **Be hard on the problem, not the people:** Change the nature of the fight and you will change the dynamic. Stop throwing stones in arguments. Using blame, shame, or guilt to get your spouse to do something will become less effective as your relationship ends, because each of you will stop making the little concessions you once made for each other in the relationship. Instead, address the problem rather than laying blame on your spouse.
- ii) **Bite your tongue:** Think before you respond. Those few seconds of tongue biting can save you a lot of trouble in the long run. Remember that your problem is mutual. You need your spouse in order to solve this problem—and to reach an agreement. You will catch more flies with honey than with vinegar. It takes two to have an argument. If you refuse to take the bait for a fight, the fight can't happen.
- iii) **Reframe your problem as a mutual problem and use "we" language:** Think about the situation from your spouse's point of view, even if you think he is wrong. If you only think of your own perspective, you'll never get resolution. Resist the urge to turn everything into a catastrophe. Not everything is an invitation to fight, and even if it is, you're not coming to that party.
- iv) **Acknowledge your spouse's feelings without being patronizing:** Be direct; don't play games. Have your own priorities straight. When you are hard on people, they are no longer open and available to you to help with the problem. You end up with a problem plus an argument to solve. When your spouse knows he is safe from automatically being blamed for a situation, he'll be able to think strategically rather than defensively.
- v) **Give the benefit of the doubt:** You're going to have lots of opportunities to test your ability to give your spouse the benefit of the doubt. Offering the benefit of the doubt helps you practice seeing the best in your spouse. Perhaps you haven't seen that in a while. Maybe that's because you've been looking for the worst.

## 8. Methodology

This study used a survey design which enabled the researcher describe the nature of the population and determine the nature of relationships between variables of the

study. The study area was Calabar Metropolis where First Bank of Nigeria Plc has branches located.

The population of the study consisted of the staff of First Bank of Nigeria Plc from selected branches such as; Marian branch – 31, Mayne Avenue branch – 20, Calabar road branch – 42, Mbukpa branch – 23. This make a total of 116 employees. This study used simple random sampling technique. This allowed selection of a sample without bias. In determining the sample size for the study, the Taro Yamane (1967) formula was used. This formula was used because the population of the study is known, thus the sample size must be ascertained.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- n = Sample size
- N = Finite population
- e = Unit of tolerable error (00.5)
- I = Constant

The formula applied for each of First Bank of Nigeria Plc branches selected.

Substituting N = 116

$$= \frac{116}{1 + 116(0.05)^2}$$

$$= \frac{116}{1 + 0.29}$$

$$= \frac{116}{1.29} = 50$$

Thus, the sample population was 50 respondents.

Data for the study were collected from both primary and secondary sources. The questionnaire was used in collecting primary data from respondents, while secondary data were collected through the review of relevant literature from the textbooks, journals and internet materials. The research instruments for the study was a questionnaire. The questionnaire on the effect of family conflict on employee performance was designed and deployed to measure the effect of variables of family conflicts on employee performance. The instrument will adopt the Likert scale which ranged from strongly agree (SA), agreed (A), undecided (U) disagreed (D) to strongly disagreed (SD).

## 9. Data analysis and findings

**Table 1**

### **The existence of family conflict affect employees in the workplace**

Option	Frequency	Percentage
SA	12	24
A	13	26

U	10	20
D	8	16
SD	7	14
Total	50	100

**Source:** Fieldwork, 2019.

Table 1 reveals that 12 respondents representing 24 percent indicate ‘strongly agree’ to the question, 13 respondents representing 26 percent indicate ‘agree’, 10 respondents representing 20 percent indicate ‘undecided’, 8 respondents representing 16 percent indicate ‘disagree’ and 7 respondents representing 14 percent indicate ‘strongly disagree’ to the question.

**Table 2**  
**Family conflicts damages employee emotional and psychological wellbeing**

Option	Frequency	Percentage
SA	20	40
A	15	30
U	5	10
D	4	8
SD	6	12
Total	50	100

**Source:** Fieldwork, 2019.

Table 2 shows that 20 respondents representing 40 percent indicate ‘strongly agree’ to the question, 15 respondents representing 30 percent indicate ‘agree’, five respondents representing 10 percent indicate ‘moderate’, 4 respondents representing 8 percent indicate ‘disagree’ and 6 respondents representing 12 percent indicate ‘strongly disagree’ to the question.

**Table 3**  
**Family conflict breeds employee anger, anxiety, depression, nervousness, irritability, aggressiveness, and boredom which results in low employee performance**

Option	Frequency	Percentage
SA	17	34
A	15	30
U	6	12
D	6	12
SD	6	12
Total	50	100

**Source:** Fieldwork, 2019.

Table 3 reveals that 17 respondents representing 34 percent indicate ‘strongly agree’ to the question, 15 respondents representing 30 percent indicate ‘agree’, 6 respondents representing 12 percent indicate ‘undecided’, ‘disagree’ and ‘strongly disagree’ to the

question.

**Table 4**  
**Family conflict breeds poor behavioural signs by employee which leads to absenteeism from work and causes performance to deteriorate.**

Option	Frequency	Percentage
SA	20	40
A	15	30
U	5	10
D	4	8
SD	6	12
Total	50	100

**Source:** Fieldwork, 2019.

Table 4 shows that 20 respondents representing 40 percent indicate 'strongly agree' to the question, 15 respondents representing 30 percent indicate 'agree', 5 respondents representing 10 percent indicate 'undecided', 4 respondents representing 8 percent indicate 'disagree' and 6 respondents representing 12 percent indicate 'strongly disagree' to the question

## 10. Findings

Based on the analysis, it was revealed that:

- i) Family conflict is damaging to an employee emotional and psychological wellbeing due to worries and lack of peace of mind, thus affects work performance negatively
- ii) Family conflict breeds employee anger, anxiety, depression, nervousness, irritability, aggressiveness, and boredom results in low employee performance, declines in self-esteem, resentment of supervision, inability to concentrate, trouble in making decision and job dissatisfaction.
- iii) Family conflict breeds poor behavioural signs by employee like eating more or less, cigarette smoking, used of alcohol and drugs, rapid speech pattern nervous fidgeting which leads to absenteeism from work, moving from job to job and causes performance to deteriorate.

## Conclusion

Based on the findings, it was concluded that; Family conflict is damaging to an employee's emotional and psychological wellbeing due to worries and lack of peace of mind, thus affects work performance negatively. It was also concluded that family conflict breeds employee anger, anxiety, depression, nervousness, irritability, aggressiveness, and boredom results in low employee performance, declines in self-esteem, resentment of supervision, inability to concentrate, trouble in making decision and job dissatisfaction. Also, family conflict breeds poor behavioural signs

by employee like eating more or less, cigarette smoking, used of alcohol and drugs, rapid speech pattern, nervous fidgeting which leads to absenteeism from work, moving from job to job and causes performance to deteriorate.

### Recommendations

The following recommendations were made:

- i) Individuals should apply diplomacy in handling problem and not be hard on their spouse;
- ii) Individuals should be mindful of words before they release to their spouse in any circumstance;
- iii) Individuals should reframe their problem as a mutual problem and use “we” language which gives their spouse sense of belonging;
- iv) Acknowledge your spouse’s feelings without being patronizing;
- v) Give the benefit of the doubt to your spouse in every circumstances;

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APPENDIX

QUESTIONNAIRE

Department of Business Management  
 Faculty of Management Science  
 Ebonyi State University

**A research work on the effect of family conflict on employee performance in first bank PLC, Calabar**

Dear Respondents,

I undertake this research work to find out the effect of family conflict on employee performance. This questionnaire is issued for the purpose of obtaining response (data) for research on the above topic. The researcher hereby solicits your honest response. All responses will be treated with utmost anonymity. The respondents therefore are at no risk in giving honest response to all (any) items on the questionnaire. Thanks for your cooperation.

Yours faithfully,

**Etebong Umana**  
 (Researcher)

SECTION A: PERSONAL DATA

Sex: male { } female { }

Age: 18-29yrs { } 30-39yrs { } 40-49yrs { } 50-59yrs { } 60yrs and above { }

Marital Status: single { } married { } separated { } divorced { } widow/widower { }

Highest Educational Status: WASC/SSCE { } ND/NCE/OND { } HND/B.SC { } Ph.D { }

Working Experience: 1-15yrs { } 15-25yrs { } 25-35yrs { }

SECTION B  
 DATA ON RESEARCH VARIABLES

KEYS: STRONGLY AGREE (SA), AGREE (A), UNDECIDED (U), DISAGREE (D) and STRONGLY DISAGREE (SD). Below is a list of items. For each, tick as appropriate.

S/N	STATEMENT	SA	A	U	D	SD
1	Family conflict affects employees in the workplace					
2	Family conflicts damages employee emotional and psychological wellbeing					
3	Family conflict breeds to employee anger, anxiety, depression, nervousness, irritability, aggressiveness, and boredom results in low employee performance					
4	Family conflict breeds poor behavioural signs by employee which leads to absenteeism from work and causes performance to deteriorate.					