

## **Juggling Responsibilities: Investigating Work-Family Conflicts and Their Effects on Job Performance**

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### ***Abstract***

This study investigates the relationship between work-family conflict (WFC) and job performance (JP), particularly in the context of the post-COVID-19 scenario. It highlights that previous research often overlooked the role of gender differences and other relevant factors in this dynamic interaction. The study was conducted with 154 IT industry workers in Delhi-NCR, using a five-point Likert scale to measure WFC and JP. The WFC was measured using the Carlson, Kacmar, and Williams (CKW) (2000) scale, and the JP was evaluated using the Janssen and Van Yperen (2004) scale. The data were analysed using IBM SPSS Statistical software package, version 26.0. Unlike previous studies that primarily focused on the repercussions of WFC on JP, this research considers specific factors and gender variations, providing a more comprehensive understanding of this relationship in the post-COVID era. Thus, it fills a significant gap in existing research.

**Keywords-** work-family conflicts, work-life balance, job performance, job satisfaction, well-being, gender variations, mental health.

## **Introduction**

Work and family are two important priorities in a person's life. Unfortunately, the current work phenomenon often generates a conflict between roles and responsibilities (Karatepe & Kilic, 2007). These conflicts, known as work-family conflicts (WFC), occurs when job demands interfere with family responsibilities. For instance, due to work overload, a mother may miss her child's birthday celebration (Netemeyer et al., 1996). WFC typically arises among employees who feel pressurised by both work and family roles, which are essential parts of an individual's life (Adekola, 2012). Numerous studies have found that employees facing more WFC are likely to experience more detrimental effects on job performance (JP) and job satisfaction (JS) (Purwanto & Agus, 2020). Fekete et al. (2018) noted that WFC leads to poor mental health in employees due to stress, pressure, and burnout. Common issues related to WFC include insufficient sleep, depression, and anxiety. It has been concluded in significant studies that jobs with more pressure lead to lower satisfaction (Lee et al., 2009), and there is a strong positive correlation between lower JS and a decline in JP (Inayat & Khan, 2021).

In today's globalized world, WFC is gaining more attention, especially after COVID-19. The pandemic has played a vital role in the current perception of conflict (Reimann et al., 2022). On January 31, 2020, the WHO declared a global public health emergency due to the COVID-19 pandemic (WHO, 2020a). Consequently, families were forced to shift abruptly to remote work systems without any preparation (Anderson & Kelliher, 2020). Factors such as job insecurity (Blustein et al., 2020) and online interactions for learning (Lian & Yoon, 2020) led to instant changes in people's day-to-day lives, resulting in work-life interferences (Lian & Yoon, 2020; Trougakos et al., 2020). Balancing the work-life interface can be challenging, requiring effective time management, sacrifices, and compromises (Joachim, 2003).

Conflict between work and family commitments occurs when a person faces competing demands from both areas (Greenhaus & Powell, 2006). WFC is a critical issue in today's society and has attracted global scholarly attention regarding employees' attitudes toward work and the workplace. WFC can negatively affect an individual's behaviour, emotions, and health, impacts that are often underestimated. Due to time and resource constraints, WFC results in decreased performance, increased stress, reduced work satisfaction, and diminished organizational commitment. For adults, managing job and family obligations has become a significant struggle (Macey & Schneider, 2008). While many studies have been conducted in the individualistic developed world, research in collectivist developing-world societies has been

limited. Demographic shifts have led to an increase in dual-earner families in developing economies, replacing the more typical single-earner families. Working women, in particular, experience strain when balancing job and home commitments. Balancing family and work life can be especially challenging for working women, who often manage household duties, childcare, and support for their partners, in addition to their jobs. Studies indicate that 95.1% of women are concerned about achieving work-life balance because they believe their jobs consume the majority of their time, leaving little for their families. In collectivist cultures like India, where family responsibilities extend beyond the nuclear family, WFC is a well-known issue. This conflict has a significant impact on the female workforce in India (Srivastava, 2007). Long workdays, substantial job responsibilities, and a lack of extracurricular activities are potential downsides of working for a public accounting firm, particularly during busy periods. Therefore, this research aims to address the issues related to WFC and its relationship with JP in the post-COVID scenario in India.

Long working hours and the introduction of technology have become prominent issues in modern life. These long working hours and the challenges of working life encroach on personal life. It is crucial in today's world to manage professional and personal life effectively. It has been observed that individuals who cannot balance work and family perform poorly, and their productivity declines. Many studies have examined significant gender-based differences. Females face more WFCs than males. This paper aims to explore the impact of WFC on JP, considering gender variations and identifying contributing factors.

### **Theoretical Background**

According to Armstrong and Taylor (2014), performance is defined as the behavior through which targets are achieved. It is a goal-oriented process that maximizes employee productivity within organizational processes. Karakas and Sahin (2017) concluded that there is a significant negative relationship between work-family conflict (WFC) and job performance (JP). WFC arises when an individual, as noted by Lu et al. (2017), juggles the dual roles of work and family (Breyer & Bluemke, 2016). This conflict occurs when an employee's stress, energy, and work time hinder their ability to fulfill family responsibilities (Gunaprasida & Wibowo, 2019). WFC negatively impacts one's overall well-being and health, as well as work performance and job satisfaction within the organization. It also increases the likelihood of conflict and reduces family satisfaction (Cifre & Cerrato, 2018). Initially defined over 30 years ago, WFC has gained recent prominence due to the rise in single-parent families, dual-earner couples, and

households with aging parents (Bennett et al., 2017). Job dissatisfaction, a lower work-life balance (WLB), decreased job satisfaction (JS) (Talukder, 2019), reduced JP (Soomro et al., 2018), diminished work engagement (Lyu & Fan, 2020), increased emotional exhaustion (Wang et al., 2012), and compromised emotional intelligence and self-efficacy (Zeb et al., 2021) are among the negative effects of WFC.

### **Antecedents and Predictors of WFC**

Researchers have linked the antecedents of WFC to three categories of consequences: work-related, family-related (non-work), and health-related (Amstad et al., 2011). Low job autonomy, role overload, and after-hours work-related technology use were found to predict WFC during COVID-19 (Andrade & Petiz Lousa, 2021). Michel et al. (2011) identified proactive behavior, workplace anxiety (Cui & Li, 2021), work role stressors, personality traits, work characteristics, and social support at work (Talukder, 2019) as predictors of WFC. Personality, social support within the family, and family role stressors also predict WFC. Freire and Bettencourt (2020) suggested that moral leadership predicts WFC. Negative affectivity and job stressors are significant predictors of WFC, according to Hargis et al. (2011). Latack (1986) reminds us that any perceived workplace aspect that endangers, discomforts, or challenges workers is a stressor. Rees (1997) described job stress as the inability to cope with job pressures. Stress caused by WFC is not only unwelcome and uncomfortable but also persistent. Elahi et al. (2022) demonstrated that stress leads to WFC. This correlation was notably observed during the COVID-19 pandemic, which induced fear, stress, loneliness, panic, depression, feelings of worthlessness, overwhelming work pressure, burnout, isolation, uncertainty, anxiety, and even substance abuse in some individuals (Dubey et al., 2020; Rana et al., 2021), contributing to WFC (Dodanwala et al., 2022).

### **WFC's Gendered Approach**

Research by McElwain et al. (2005) indicates that gender roles disproportionately affect women in family and work conflicts, warranting special attention to the gendered approach. The time required for family care and household chores is a significant contributor to family conflicts, especially in households with children. Dual-income couples with children typically experience more stress and a higher frequency of partner conflicts than couples without children (Michel & Hargis, 2008). Women tend to assume home and family responsibilities more often than men (Robinson, 1988), leading to greater WFC due to job-related stress (Cerrato & Cifre, 2018).

## **Balancing WFC**

Employees experiencing WFC seek solutions to mitigate the conflict's impact. Lingard and Francis (2006) suggest that support from leaders, peers, and organizations can help balance work and home responsibilities. The interest in WLB has surged across education, business, politics, and society as organizations emphasize employee interests beyond the workplace. Osoian, Lazar, and Ratiu (2009) attribute this phenomenon to economic, population, and cultural changes, such as the increase in working married couples, the inclusion of women in the workforce, and changes to family structures. These shifts necessitate improved human resource management, and they influence personal, family, and business matters within organizations. The response to WFC has given rise to the concept of WLB (Osorio, Aguado & Villar, 2014). Organizations facing WLC should develop flexible models, adopt a positive stance toward WLB (Gomez & Marti, 2004), and foster increased self-confidence (Ahn, 2005). WLB is a significant human resources policy challenge for organizational leaders. When employees achieve a balance between work and home life, they can reduce stress, assume greater responsibility, and enhance their performance, thereby contributing to the organization's goals (Clark, 2000). WLB positively affects organizational commitment (Rumangkit & Zuriana, 2019) and helps employees increase motivation, reduce work stress and pressure, and boost productivity (Johari et al., 2018).

## **Objectives of the Study**

The primary objective is to identify the factors contributing to WFC.

We need to explore the effects of WFC on employees' JP.

To examine gender-based differences in WFC and JP.

## **Hypothesis**

The relationship between WFC and employee JP is a significant area of study in organizational psychology. WFC arises when conflicting obligations to family and work cause stress and strain (Greenhaus & Beutell, 1985). This conflict manifests in various forms, such as strain-based conflict, where stress from one area affects another, and time-based conflict, where job and family obligations clash (Frone et al., 1992). Evidence suggests that WFC adversely impacts an employee's job performance. High levels of WFC may hinder workers' concentration on tasks, reducing productivity (Amstad et al., 2011). The psychological stress from conflicting familial and professional responsibilities can lead to emotional exhaustion and

burnout, further impairing work performance (Frone, 2000). Additionally, employees experiencing WFC may exhibit presenteeism-being physically present at work but not fully engaged or productive (Eby et al., 2005). However, organizations that promote work-life balance and provide resources to help employees manage work and family duties can mitigate the negative impact of WFC on job performance (Allen et al., 2000). Flexible work arrangements, such as telecommuting or flexible scheduling, can give employees more control over their work hours and help them manage family responsibilities more effectively, potentially improving job performance (Hill, Hawkins, et al., 2001). Based on these findings, we propose the following hypothesis:

Null hypothesis 1 (H0): There is no impact of WFC on the job performance (JP) of employees.

Alternate hypothesis 1 (H1): There is a significant impact of WFC on the job performance (JP) of employees.

## **Materials and Methods**

### **Data Collection Measures**

We employed a quantitative approach to assess the impact of WFC on JP. Data were collected using a standardized questionnaire with a five-point Likert scale, focusing on two variables: WFC and JP. The CKW scale was utilized to measure WFC, while the Janssen and Van Yperen (2004) scale was used for JP. The questionnaire comprised three sections: personal details, education, and marital status; WFC assessment using the CKW scale; and JP measurement using the Janssen and Van Yperen (2004) scale. A non-probability convenience sampling method was used to select a sample of 154 participants from the Information Technology (IT) sector in the Delhi National Capital Region (NCR), representing a diverse group of IT professionals. Data analysis was conducted using IBM SPSS Statistical software package, version 26.0 (IBM Corp, Armonk NY, USA). Descriptive statistics, correlation, and regression analyses were performed to explore the impact of WFC on JP.

### **Data Analyses and Results**

#### **Inferential Analysis**

Inferential analysis was conducted to examine the relationship between WFC and JP. We collected data from a sample to assess their levels of WFC and evaluate their JP using various

indicators. Correlation and regression analyses determined the strength and direction of the association between WFC and JP.

### **Reliability of Work-Family Conflict (WFC) and Job Performance (JP)**

The reliability statistics for the WFC measure indicated a high level of internal consistency, with a Cronbach’s Alpha coefficient of 0.835. This suggests that the items reliably measure the construct of WFC over time. The 15-item work-family conflict scale demonstrated high Cronbach’s Alpha coefficients, confirming its internal consistency and reliability for measuring WFC.

**Table 1. Table showing the reliability of work-family conflicts and job performance**

<b>Variables</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Cronbach’s Alpha</b>	<b>No. of Items</b>
Work-Family Conflict (WFC)	2.5251	.52865	0.833	15
Job Performance (JP)	2.3909	.68307	0.707	5

A summary of the descriptive statistics and reliability is presented in Table 1. Information from 154 participants reveals that the mean of WFC (MEAN\_WFC) is 2.5251 with a standard deviation of .52865. The mean of job performance (MEAN\_JP) is 2.3909, with a standard deviation of 0.68307. Reliability statistics, known as Cronbach’s Alpha, were calculated for both measures. For the WFC measure, the Cronbach Alpha coefficient is .833, indicating that the items are accurate at measuring the construct of WFC over time. The 15 measures of the WFC scale have high Cronbach’s which indicates that the scale has a good internal consistency and is reliable for measuring WFC. The reliability statistics for JP indicate a high level of internal consistency. The scale’s Cronbach Alpha coefficient is .707, indicating that the items are accurate at measuring the construct of JP across time. The analysis was performed on a set of 5 items which indicates that the scale has good internal consistency and is reliable for measuring JP.

### ***Exploratory Factor Analysis***

Exploratory Factor Analysis is a statistical technique used to identify underlying factors or dimensions that explain the interrelationship among a set of observed variables. It aims to group

inter-correlated variables to uncover common underlying constructs. EFA is particularly useful when working with survey questions or scales because it assists in reducing the dimensionality of the data and identifying the major factors that contribute to the observed patterns. It provides a means to summarize the information contained in a large number of variables by grouping them into broader constructs.

***KMO & Bartlett test***

**Table 2. KMO and Bartlett’s test of Sphericity Measures of observed variables**

KMO measure of Sampling Adequacy	.796
Approx. Chi-Square	1036.48
Degree of Freedom	190
Significance levels	.000

The Kaiser-Meyer-Olkin (KMO) is a statistical measure used to assess the suitability of data for factor analysis. It evaluates the suitability of data for factor analysis by assessing the appropriateness of the sampling. The range of the KMO value is 0 to 1, with values closer to 1 indicating a better fit for factor analysis. In general, a KMO value of 0.6 or greater is regarded as appropriate. However, it is impossible to produce a KMO table or evaluate the accuracy of the WFC variable in your particular scenario without specific data or factors. It would be necessary to carry out a factor analysis and calculate the KMO measure using the proper data to ascertain the reliability of the WFC variable. The supplied data set’s Kaiser-Meyer-Olkin (KMO) index of sampling adequacy is 0.796 (table 2). This metric evaluates whether the data are appropriate for factor analysis. An excellent result, suggesting that the data are suitable for factor analysis, is one between 0.5 and 1.

In Table 2 findings of Bartlett's test of sphericity, which is also conducted, show a about 1036.480 with 190 degrees of freedom chi-square value. Less below the standard alpha level of 0.05, the significance level (Sig.) is 0.000. This shows that the null hypothesis that the variables are uncorrelated is supported by insufficient data. As a result, the data can be used for additional exploratory factor analysis.

***Factor Naming and Variance***

**Table 3. Factor Naming and Variance**



<b>Factors Naming and Variance Explained</b>			
<b>Factors Name</b>	<b>Factor Loading</b>	<b>Cronbach's Alpha) (<math>\alpha</math>)</b>	<b>Total Variance Explained</b>
Work-Family Conflict (WFC)			
<b>F1-Job Performance (JP)</b>			
I consistently finish the tasks outlined in my job description.	0.816		
I fulfil every performance standard required for the position.	0.77		
I perform all of the duties that are necessary for my job.	0.849		
I never skimp on any part of the work that I have to do.	0.75		
I frequently neglect to complete necessary tasks	0.489		
<b>F2-Family interference with work due to stress</b>			
Because of the stress at home, I find myself thinking about family issues a lot at work.	0.823	0.707	
My family's obligations frequently cause me stress, which makes it difficult for me to focus on my work.	0.576		
My family's stress and anxiety frequently impair my ability to perform my job duties. Work-related behaviour that interferes with family life.	0.699		
My work-related problem-solving techniques are ineffective at solving problems.	0.629		
At home, I wouldn't want to engage in behaviours that are ineffective and unnecessary for me at work.	0.645		
I can't be a better wife and parent by acting in ways that make me productive at work.	0.618		
<b>F3-Work Interference with Family Based on Strain</b>			
Upon returning home from work, I frequently feel too exhausted to engage in family activities or duties.	0.46	0.833	63.767
When I come home from work, I'm frequently so emotionally spent that I can't be of any help to my family.	0.59		
Owing to all the demands at work, I occasionally feel the same way when I get home.	0.745		
<b>F4: Behaviour-based family disruption at work</b>			

I don't think my at-home behaviours translate to the workplace.	0.381		
At-home behaviour that works and is essential for me would be in effective at workplace.	0.71		
My go-to methods for solving problems at home don't seem to be as effective at work.	0.564		
<b>F5- Time-based work interference with family</b>			
More often than not, my work prevents me from participating in family activities.	0.728		
My work demands a lot of time, so I can't contribute equally to household chores.	0.602		
I have to miss out on family activities because of how much time I have to dedicate to my work.	0.518		

Table 3 presents factors related to WFC and JP, along with their factor loadings, reliability test scores (Cronbach's Alpha), and the total variance explained. Construct labelled "WFC and JP", demonstrates a strong Cronbach alpha of 0.833 and 0.707 respectively, and explains 63.767% of the total variance. Factor 5, "Time-based work interference with family," includes variables indicating that work responsibilities prevent participation in family activities. Factor 3, "Strain-based work interference with family," reflects the emotional drain and strain from work affecting family engagement. Factor 2, "Strain-based family interference with work," highlights how stress at home can impact concentration and performance at work. Factor 4, "Behaviour-based family interference with work," explores the effectiveness of behaviours between home and work domains. Lastly, Factor 1, "JP," displays high factor loadings for variables related to fulfilling job duties and responsibilities. Overall, the table provides insights into the factors contributing to WFC and JP, shedding light on the complex interplay between work and family domains.

### *Regression Analysis*

**Table 4. Regression Analysis Summary for Work-Family Conflicts (WFC)**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

1	(Constant)	.666	.229		2.904	.004
	MEAN_WFC	.683	.089	.529	7.676	.000

In the regression model, the coefficient for the constant term is .666, with a standard error of .229. This indicates that when the mean of WFC (MEAN\_WFC) is zero, the predicted mean of JP (MEAN\_JP) is .666. The coefficient for MEAN\_WFC is .683, with a standard error of .089. This suggests that for each unit increase in MEAN\_WFC, there is a predicted increase of .683 in MEAN\_JP. The standardized coefficient (Beta) for MEAN\_WFC is .529, indicating the relative importance of MEAN\_WFC compared to other predictors. The t-value for MEAN\_WFC is 7.676, with a significant p-value of .000, suggesting that the coefficient is statistically significant.

### Statistical Model

**Table No.5 Statistical Model**

Statistical Model										
Model	R	R2	Adjusted R2	SE	Change Statistics					DW
					R Square Change	F	df1	df2	Sig. F Change	
1	.529a	.279	.275	.58176	.279	58.926	1	152	.000	2.113

According to Table 5, the model summary shows a linear regression model using the dependent variable MEAN-JP, and the predictor MEAN-WFC has an R-squared value of .279. This indicates that the mean of WFC accounts for about 27.9% of the variation in mean JP. The adjusted R-squared value is .275, which takes into account the number of predictors and sample size. The standard error of the estimate is 0.58176. The change statistics show that the addition of MEAN-WFC significantly improved the model's predictive power, with an F-change value of 58.926 and a significant p-value of .000. The Durbin-Watson (DW) statistic is 2.113, which indicates no significant autocorrelation in the model's residuals.

## **Discussion**

Numerous variables, such as those based on behavior, strain, or time, might cause WFC (Frone, 2003). When commitments in one domain clash with obligations in another, this is known as a time-based conflict. The emotional and psychological strain that results from playing roles in two domains at once gives rise to strain-based conflicts. According to Kosek and Ozeki (1998), behavior-based conflicts arise when there are expectations or behaviors that are incongruous with jobs and family responsibilities. There may be detrimental effects from these conflicts, including elevated stress, reduced JS, and compromised JP. A large body of research has been done on the effects of WFC on JP. According to studies (Allen et al., 2000; Frone, 2000), people with high levels of WFC are more likely to report poorer JS, decreased organizational commitment, and increased turnover intentions. Additionally, WFC is linked with detrimental effects on businesses such as decreased output, absenteeism, and increased medical expenses (Eby et al., 2005).

Several research have indicated that work-family conflict is gendered, with women generally reporting higher levels of conflict than males (Frone et al., 1992; Byron, 2005). Women are disadvantaged in balancing the demands of job and family since traditional gender norms and cultural expectations frequently require them to take main responsibility for caring and home chores. As a result, women could find it more difficult to balance their responsibilities to care for others with their careers, which could increase conflict. WFC is more common among women due in part to the gendered distribution of labor in the workplace and at home. It is more common for women to assume a greater proportion of domestic duties, such as taking care of the elderly and children, which may interfere with their employment obligations (Bianchi & Milkie, 2010). Moreover, workplace elements that negatively impact women's work-family balance include rigid scheduling, restricted access to family-friendly policies, and discriminatory behaviors (Williams et al., 2013). For women, the combination of these elements produces a demanding atmosphere that makes striking a healthy balance between work and family responsibilities problematic. Beyond the effects on an individual's well-being, gendered WFC has wider social ramifications. High work-family conflict can have detrimental effects on women, including higher stress, burnout, and decreased JS (Frone et al., 1992). These obstacles may also prevent women from advancing in their careers and restrict their ability to participate in the labor market (Blair-Loy, 2003). Furthermore, the continuation of gendered WFC maintains structural impediments to gender equality in the home and at work by promoting existing gender norms and inequities.

Workplaces can employ many tactics to alleviate the adverse consequences of work-family disputes on employees. These could include flexible work schedules, telecommuting, and shortened workweeks (Kelly & Kalev, 2006). Employees can better balance their job and family obligations when they have access to family-friendly perks like daycare assistance and parental leave (Kossek & Thompson, 2016). Furthermore, fostering an environment at work that prioritizes work-life balance and promotes open communication might help to improve employee well-being and JS (Hammer et al., 2009). Beyond this, tackling gendered WFC necessitates a multidimensional strategy that takes into account structural as well as individual issues. Organizations have the ability to put in place procedures and policies that support work-life balance, including parental leave regulations, telecommuting choices, and flexible scheduling (Kossek & Thompson, 2016). Creating an atmosphere where women feel appreciated and encouraged to successfully balance their work and family obligations is another benefit of developing an inclusive and supportive culture (Hammer et al., 2009). In order to decrease the occurrence of gendered work-family conflict and increase the possibilities available to women, society must make efforts outside of the workplace to question established gender norms and advance gender equality.

### **Managerial implications and practical implications**

This paper contributes to both managerial and practical implications in the fields of the impact of WFC on performance models and theoretical frameworks. From the theoretical perspective, our research highlights studies and research that show the relation of WFC on performance, taking the gender differences. This study also highlights the situation during covid-19 and post-COVID era. Its findings have implications for organizational policies and practices, offering insights into how employers can support employees in managing WFC and ultimately enhancing their job performance. Research also suggests that there is a need to disseminate the study's findings to IT-related organizations to increase awareness of the negative impacts of WFC on the performance and productivity of employees. The organizations should emphasize the significance of establishing techniques and regulations that support employees who are juggling between work and family responsibilities. Our study also suggests some solutions by which employees can balance their job and family duties. These suggestions are offering flexible work options like telecommuting, creation of networks and employee help programs, and organizing counselling sessions.

## **Conclusion**

The research confirmed the hypothesis (H1) by demonstrating a strong negative impact of WFC on JP. The analysis showed a negative association between WFC and JP, showing that lower JP is related to higher levels of WFC. The study examined gender differences in perceptions of WFC and revealed these differences. This finding of previous literature also suggests that gender plays a role in how individuals experience and perceive WFC. The Delhi NCR region and the IT industry were the main topics of the study. The results might provide insight into the particular contextual elements that affect WFC in this location and industry. WFC experiences and the effects they have on JP, for instance, may depend on factors including commute times, the availability of support networks, WLB rules, and cultural expectations. The results of the study highlight how important it is to strike a balance between work and family obligations. The analysis suggests that organizations should consider implementing strategies and policies that support work-family balance to enhance JP and overall employee well-being. According to ANOVA results, WFC strongly predicted a decrease in job performance. This data suggests that resolving WFC can improve the results of JP. Based on the collected and analysed in this research, it can be said that WFC has an impact on JP. In research, it is concluded that people facing high levels of WFC experience low performance and are stuck between work and family responsibilities. It implies that when people had more difficulties in balancing their work and family obligations it affected their jobs negatively (H1). With that, we also looked at the gender distribution among the participants and found that there were 66 males and 88 females responded to our survey, past studies also supported the fact that females have more WFC as compared to males. It is a very crucial matter for the organizations. Organizations should take necessary steps to support their employees in managing their WFC by promoting work-life balance.

## **Limitations and future scope**

This study acknowledged several limitations that serve as opportunities for future research. Firstly, in the study small size of sample has been taken from a limited area and sector from Delhi-NCR and the IT sector, which limits the generalizability of the findings. Future research could involve larger sample sizes to enhance the robustness of the result. Secondly, the study only captures a portion of variables in the variables examined, which means there is an avenue for further exploration of additional features in both dependent and independent variables. Thirdly our study adopts a cross-sectional design, examining the effects of changing workplace dynamics, future studies could incorporate longitudinal studies to capture the dimension of the

robustness of the results and explore how variables evolve in the context of WFC and performance. By addressing these limitations, we can advance our knowledge of WFC and its impact on performance leading to more accurate and insightful findings.

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