



## Effect of Work-Family Conflict on Job Performance: Moderating Effect of Social Support among Teleworkers

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### Abstract

The pressing economic situation that has made the Sri Lankans work remotely or work from home is highlighted as a tremendous challenge for businesses. Thus, the current study's primary purpose is to explore whether work-family conflict; both work-interference family and family-interference work affects the job performance among the selected teleworkers of Finance companies, while they were forced to work from home. In addition, the role of social support in this dynamic remains underexplored, particularly in high-stress environments like finance. Thus, the study focuses on the moderating effect of social support gained from both supervisor and family support in examining the relationship. The research utilized a mixed research approach to meet the objectives of the current study, where 125 workers of finance companies in the Colombo region who worked from home provided data through structured questionnaires and interviews. The sample was extracted using stratified random sampling. The statistical methods for analyzing the data were hierarchical regression and thematic analysis. In this study, the authors examined work-interference family and family-interference work as being negatively correlated with job performance. Furthermore, the results indicated that the social support received from supervisors and family members moderated the effect of work-family conflict on job performance, where it showcased a tactic to lessen the teleworkers' work-family friction. This study fills in gaps in the literature and assists employers in addressing issues that WFC employees experience.

**Keywords:** *Family-interference Work, Job Performance, Social Support, Work-family conflict, Work-interference Family*

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## Introduction

The COVID-19 pandemic led to economic crises globally, disrupting traditional work environments. To maintain operations during lockdowns, the concept of working from home gained significant traction. The National Bureau of Economic Research (NBER) described COVID-19 as having initiated a large-scale experiment in remote work (Barrero, Bloom & Davis, 2020). This shift proved to be a sustainable solution, with remote work becoming popular not only for business continuity but also for its benefits in work-life balance and cost savings. In response to these challenges, working from home, or remote work, gained immense popularity as a viable solution (Al-Habaibeh et al., 2021). Sri Lanka, like many other countries, embraced the concept of working from home in response to the crisis in Sri Lanka (Fayaza et al., 2023). Encouragingly, Sri Lanka's public sector also introduced working from home to ensure the smooth functioning of operations. Extended work hours, perpetual accessibility, blurred lines between work and personal life, and the struggle to maintain work-life balance are among the factors contributing to health and well-being issues such as anxiety and eyestrain experienced by remote workers in Sri Lanka (Jayanandana, & Jayathilaka, 2023; Sellar & Peiris, 2021). The importance of the concept of work-interference family (WIF) commonly denoted as and family interference work (FIW) has been enhanced and these factors influence the job performance of the employees (Zainal et al., 2020).

The research on work-family conflict reveals the difficulties employees face

in balancing both family and work demand. However, managing work and family roles for many employees is onerous (Ernst & Young, 2015), leading to few conflicts among their internal roles in the workplace (Laode et al., 2017). Employees experiencing work-family conflict always blame the workplace and will have lower job satisfaction than the employees who do not have the effect of work family conflict (WFC) (Lambert et al., 2002). Lower job satisfaction will lead to poor job performance (Choi & Kim, 2012). This will have a negative impact on an organization hindering the growth of the company. The previous research depicts that work-family conflict negatively impacts both employees and the organization (Hamid & Amin, 2014). Subsequently, adverse effects are failed marriage lives or families, high job dissatisfaction, increased absenteeism, high turnover ratios, and lower job performance (Adisa et al., 2016; Morrison et al., 2020). According to Mathis and Jackson (2004), employee performance is simply what a worker does or does not at work. Anyhow, employee performance is the output of work role duty fulfilment (Hameed & Waheed, 2011). These definitions convey that individual employee performance is a critical factor for an organization's success or failure.

Several moderating variables are yet to be explored by research studies. While some progress has been made in identifying potential elements to help reduce work-family conflict, more research is needed to find specific mechanisms that will mitigate the effects of work-family conflict (Frone, 2003). Research looked at the ways in which other types of personal resources, like social support, function as a

moderator to lessen the detrimental relationship that exists between work-family conflict and workers' performance in their jobs (Zainal et al., 2020). Social support is received from both work support (supervisors or bosses) and non-work support (family members), in order to smoothen the role conflicts in balancing both work and family domains. In a nutshell, the work-family conflict is the significant factor hindering the success or survival of an organization. Hence, the study objective is to explore the moderating effect of social support on the relationships between each dimension of work-family conflict and job performance, especially underneath the research gaps concerning the selected fields, by reviewing the past literature. The findings of this research paper may help test these relationships empirically in this field and pave the way for future researchers to further explore whether work-family conflict is associated with the extent of performance among the selected teleworkers with the moderating effect of social support.

### ***Research Gap***

The recession or the crisis situation exacerbated by COVID-19 pandemic has necessitated the adoption of new working arrangements, such as work-from-home policies, in Sri Lanka. These changes have not only reshaped traditional work environments but have also introduced novel working cultures within the workforce, significantly impacting employees' job performance. Consequently, the concepts of WIF and FIW have gained heightened importance among teleworkers, highlighting the need to balance professional responsibilities with personal obligations in the context of remote work. Fitch Ratings (2020) has

highlighted that the financial strain resulting from the pandemic and prolonged economic downturn will pose more significant challenges to finance and leasing companies in Sri Lanka. The combination of pandemic-related disruptions and existing economic challenges has intensified the risks face by financial institutions in Sri Lanka. Lack of empirical research has been carried out specifically focusing on the association or effect of work-family conflict on employees' performance to complete their jobs during recent economic crisis (Laode et al., 2017; Novitasari et al., 2020). Thus, there remains a notable absence of research conducted within the Sri Lankan context. Early researchers have begun to study the factors affecting work-family conflict and the outcomes or consequences of work-family conflict (Karatepe et al., 2010). Hence, there are very few empirical studies on the effect of work-family conflict on job performance especially in the Asian context (Zainal et al., 2020).

There is a contextual gap, which has explored how both work-to-family conflict and family-to-work conflict have affected in their studies on job performance in the international context (Al-Alawi et al., 2021; Soomro et al., 2018), neither been argued much in the Sri Lankan context, perhaps in the international context. Since these two dimensions of WFC cannot be interchangeable, there is a need to address the literature gap. On the other hand, previous studies have investigated the effect of several moderating factors such as positive affectivity (Karatepe et al., 2010), and demographic factors (Benjamin & Samson, 2014). Yet there are other potential moderating variables that affect the work-family conflict and

employee job performance connection which is not much explored in the previous studies. Work-family conflict originates from role theory, which posits that individuals occupy multiple roles, such as those in their job and family, and that interference between these roles leads to conflict (Kahn et al., 1964). In high-pressure environments like the finance sector, such conflict is likely to impact job performance negatively. To address this, social exchange theory offers a useful framework to understand the mitigating role of social support. According to this theory, obligations are formed through exchanges between two or more parties in a state of reciprocity (Cropanzano and Mitchell, 2005). This theoretical foundation suggests that social support serves as a crucial factor in balancing the pressures of work and family roles. Very few researchers have identified some moderating factors such as social support, which is a mechanism for minimizing the negative effect of work-family conflict on the performance levels of employees (Zainal et al., 2020) and there is a gap in the literature when concerning the study variables of the present research paper, especially in Sri Lankan context. The study inquired at how social support modifies the association between work-family conflict and job performance among teleworkers in order to address the identified research gap in this context. Thus, the study aims to;

1. investigate the relationship among WIF, FIW and job performance among the teleworkers.
2. investigate the effect of WIF and FIW on job performance among the teleworkers.
3. investigate the moderating effect of social support on the effect of WIF

and FIW on job performance among the teleworkers.

4. investigate the possible benefits and challenges faced by the teleworkers in performing their job with the effect of the COVID-19 pandemic in Sri Lanka.

## **Methods**

### ***Research Design***

The study employed mixed research approach to meet its objectives, combining both quantitative and qualitative approaches throughout the research process. Employing a deductive approach, the study formulated hypotheses based on a thorough literature review and subsequently tested their validity. Furthermore, the researchers opted for a non-contrived study setting, ensuring that responses were gathered in a natural environment rather than an artificially constructed one. The study was primarily on survey-based, utilizing questionnaires to address the initial three objectives. The researchers aim to first investigate the correlations among the study variables, second to investigate the effect of independent variables on job performance and third to investigate the moderating effect of social support on the effect of WIF and FIW on job performance. Additionally, interviews were conducted to fulfill the final objective of the study, to investigate the possible benefits and challenges faced by the teleworkers in performing their job with the effect of the COVID-19 pandemic in Sri Lanka.

### ***Sample and Sampling Techniques***

A stratified sampling method was employed, with 152 questionnaires distributed to individuals across four finance companies in the Colombo district, based on statistical information

provided by the managers. Out of these, 125 respondents completed and returned the questionnaires. The finance sector was chosen due to its demanding nature, characterized by tight deadlines, high expectations, and constant performance pressure, which are further amplified by the adoption of telework. Additionally, the finance sector represents an underexplored area in comparison to other industries, making it a valuable focus for examining the impact of work-family conflict on job performance. Additionally, to address the qualitative aspect of the study's final objective, 15 employees were selected from this sample using convenience sampling.

### ***Research Instruments***

The researchers utilized four instruments to assess work-family conflict, social support, and job performance. These instruments employed a 5-point Likert scale ranging from 5 (strongly agree) to 1 (strongly disagree). WIF and FIW, each comprising 3 items, were adapted from the study Netemeyer, Boles, and McMurrian (1996). A sample item of WIF was “The demands of my work interfere with my home and family” and FIW was “The demands of my family or spouse / partner interference either work related activities.” Social support, as a moderating variable, was measured using two instruments: supervisor support (4 items) sourced from the Psychosocial and Lifestyle Questionnaire (2006–2010) Documentation Report Core Section LB by the HRS Psychosocial Working Group, and family support (4 items) adapted from the MSPSS by Eker (1995). A sample item of supervisor support was “My supervisor is helpful to me in getting the job done” and family support was “My family really

tries to help me”. Job performance (4 items) was assessed using an instrument developed by Rego and Cunha (2008). A sample item of job performance was “I am happy with the quality of my work output”. Additionally, two open-ended questions were formulated to uncover the challenges and benefits experienced by teleworkers.

### ***Data Analysis and Presentation***

Cronbach's Alpha coefficient was utilized to assess the consistency of the variables. Regression analysis served as the statistical tool to investigate the influence WIF and FIW on job performance within the sample. Hierarchical regression analysis was then employed to explore the moderating effect of social support on the relationships between WIF and job performance, as well as FIW and job performance among the selected participants. Additionally, thematic analysis was utilized to fulfill the fourth objective. Frequency tables were employed to present the data.

## **Results**

### ***Reliability Testing***

Cronbach's alpha is a reliability coefficient that measures how well items in the questionnaire are positively correlated with one another. The result of Cronbach's alpha test for WIF, FIW, Social support and job performance are 0.738, 0.730, 0.856 and 0.834 respectively. As Cronbach's alpha value is above 0.7 the internal reliability of each instrument is satisfactory.

### ***Participants Characteristics***

The majority of respondents in the study are female teleworkers from finance companies in the Colombo district, with the highest representation from HNB Finance. Most respondents

fall within the age range of 26-35 years and hold degree qualifications. Additionally, a significant portion of respondents are married and have 1-3 family members. The majority of respondents have worked with their respective organizations for more than 2 years. Data presentation of the personal profile is highlighted in the Table 1 clearly.

#### ***Relationship among WIF, FIW, and Job Performance of the Teleworkers***

To achieve the second objective Pearson Correlation Coefficient ( $r$ ) is used to identify the strength, direction of the relationship and significance of the relationship among the WIF, FIW, and Job Performance of the selected sample. As shown in Table 2 results indicate that employee job performance is significantly correlated with WIF [ $r = -.953, p < 0.05$ ] and FIW [ $r = -.763, p < 0.05$ ]. The result indicates that WIF and FIW have a high negative relationship with employee job performance.

#### ***Effect of WIF and FIW on the Job Performance of the Teleworkers***

The regression analysis is used to identify the extent of the relationship between work-family conflict and job performance of the teleworkers of the selected finance companies in the Colombo district. Based on Table 3, the  $R^2$  value is 0.908. This describes 90.8% of the variance in employee job performance is explained by the model consisting of WIF and FIW. According to Table 4, the beta values of the WIF and FIW are -1.069 and -0.30 respectively. Among the two beta values, the largest beta coefficient is from the WIF (-1.096) which describes the largest contribution to the employee job performance. Moreover, the beta coefficient of FIW is -0.30, which shows a less contribution to explaining

the employee job performance. However, both the variables significantly ( $\text{Sig} = 0.05$ ) contributed to explaining the employee job performance.

#### ***Moderating Effect of Social Support on the Effect of WIF and FIW on Job Performance among Teleworkers***

Table 5 shows the results of the hierarchical regression analysis which is used to measure the moderate impact of social support on the relationship between WIF and employee job performance. In the hierarchical regression analysis, WIF was used for Block 1, and the moderate variable, social support used for Block 2. The results of the hierarchical regression analysis ( $R^2\text{change} = 0.017, F\text{ change} = 28.184, \text{Sig. } F\text{ Change} = 0.000$ ) identified that social support moderately impacts the relationship between WIF and job performance. Table 6 shows the results of the hierarchical regression analysis which is used to measure the moderate impact of social support on the relationship between FIW and employee job performance. In the hierarchical regression, analysis FIW was used for Block 1, and the moderate variable, social support used for Block 2. The results of the hierarchical regression analysis ( $R^2\text{change} = 0.122, F\text{ change} = 50.238, \text{Sig. } F\text{ Change} = 0.000$ ) identified that social support moderately impacts the relationship between FIW and job performance.

#### ***The Benefits and Challenges Faced by Teleworkers in Performing the Job during the Crisis***

To fulfill the fourth objective of investigating the benefits and challenges encountered by teleworkers during the crisis, two open-ended questions were formulated for

respondents to share their personal experiences and feelings regarding working from home. The responses indicated that teleworkers predominantly faced numerous challenges rather than experiencing benefits during the crisis situation. The researcher identified eight themes for the study as shown in Table 7.

### *Connection Problems*

Respondents indicated that connectivity issues have heightened their stress levels. This suggests that workers encounter difficulties in performing their tasks smoothly due to frequent signal drops and network problems they experience on a daily basis.

Respondent 2:

*“The experience has been chaotic and very challenging but gradually started adapting to it. But still working from home is a very challenging situation due to the connection and signal problems faced by me every day.”*

Respondent 5:

*“I am getting stressed out whenever there is a zoom meeting happening. Because I have network and connection issues. I find it difficult and challenging to work from home due to the signal dropping and connection issues. Also, I am worried that I cannot give my best to carry out work properly due to this connectivity issue I face every time.”*

### *Lack of Resources*

The inadequate availability of resources has significantly affected employee performance. Employees faced challenges in conducting work from home due to insufficient resources, leading to reduced contributions during this period. Consequently, the organization's profitability and performance were negatively impacted by the lack of proper resources.

Respondent 9:

*“The first few weeks I didn't work as we didn't have dongles to access the systems. I am scared about whether this will affect my performance appraisal. Our company didn't provide us office sims to take calls and I was unable to contact the customers during that period to get the work done.”*

### *Lack of Proper Space at Home to Carry out Work*

During the pandemic, respondents had faced challenges due to the lack of a separate workspace at home. This had directly impacted their performance. Thus, respondents stated that they preferred working at the office considering the hardships posed by this challenge.

Respondent 15:

*“I am unable to carry out work properly at home since we are living in an apartment with three kids. I don't have a separate space to work and my children are also playing at the same place I am working. This is very stressful for me and I am unable to carry out my work by concentrating properly since they are shouting. I get stressed and shout at my kids sometimes when I am unable to meet deadlines and after that, I feel so sad. This is all because I don't have a separate work area at my home. It's very challenging for me to carry out my work smoothly and I prefer working at the office.”*

Respondent 4:

*“The office moved the computer to my place when the country announces it is going for a lockdown. Since I do not have a separate workspace at home, my computer is in the living room. It is very hard to work in that space. All the members are at home and they are watching the news on TV while I am*

*working and I cannot carry out work smoothly because my workspace is not separated. Most of the time I spend doing other things rather than working because of this. I cannot give my best when working from home.”*

#### Too Many Distractions

Some respondents mentioned the distractions that impacted the worker’s performance and efficiency. The distractions were due to the family commitments and this had ultimately impacted the respondent’s performance where it can end up creating work-family conflicts. These comments contributed to our quantitative results as well.

#### Respondent 6:

*“Working from home loses accuracy of work and motivation to work hard. There are too many distractions for me in my surroundings despite the efficiency.”*

#### Respondent 11:

*“My kids are crying and always asking me to come out from my room to play with them. My kids are always distracting me. I feel guilty when I don’t go and play with them due to the meetings and work pressures. I don’t commit myself 100% when working from home and I am scared this will be a problem for my performance-based incentives. I usually maintained a good record of performance prior to the working from home concept.”*

#### Unable to Balance both Work and Family Simultaneously

The comments from the respondents below contributed to our quantitative results as well. Most of the respondents had felt that by working from home,

they were supporting their employers but risking their work-life balance. However, some of them had been physically and psychologically exhausted and found it very difficult to balance both work and family life together. This had created conflicts in their minds and at home as well. The experiences below clearly indicated that these negative results had impacted their job performance as well.

#### Respondent 1:

*“It is very stressful to work from home. I cannot give my full attention to work. I have to help my kids with their online classes and have to play with them as well. Then my husband also works from home and I have to help him as well with his work and other things. It is very hard to meet all the extra demands placed by both family and work. I usually tend to work early in the morning or late at night when the surroundings are quiet. I feel like I am working less and unable to meet deadlines promptly due to the working from home concept.”*

#### Respondent 12:

*“It is very hard to balance work and home stuff together. The children always need attention and household duties should be completed as well. It’s like I am running a race against the clock to complete my deadlines at work and to satisfy my kids’ and husband’s needs at the end of the day. Mostly I start working after the kids go to bed only. I feel like my performance is low during the daytime due to the demands at home. Also, I sometimes shut out at my family because of the stress I have at work and family in balancing both well.”*



Respondent 8:

*“Working from home definitely helps the company to cut down so many expenses. But managing work life and balance is really hard. My kids always want me to stay with them. They start crying when I am not around them and on the other hand, I have two sick parents with me. I have to take care of them as well. I have to cook all three meals now because I am working from home. My family expects to eat hot food and then always we are having a meeting at work. Now I am fed up and I don't know how to meet all the demands within 24hrs. I feel like I need more than 24 hours a day. It is chaos and I find it very difficult to balance both work and family simultaneously”.*

Lack of Supervisor Support

The lack of supervisor support is another great challenge the respondents have faced by working from home.

Respondent 7:

*“I get a call from my supervisor sharp at 8 a.m. Then calls over and over again for everything to get done. If I do not answer the phone immediately he blames us telling me the immediate response is compulsory. He expects us to work even after office hours. Usually, he keeps meeting at around 8 p.m. Now I do not have time to spend with my family and they blame me all I do is office work.*

Respondent 13:

*“I usually sit around 8 a.m. in the morning and work non-stop until 8 or 9 p.m. No time to go to the washroom even. If I was at the office, I have some time to have a small chat with my work colleagues. I work like a robot because*

*my boss is always calling and checking up on work matters. My manager sets unachievable deadlines and I am so stressed out when working from home. He never gives me a chance to rest and now I feel like quitting the job.”*

The preceding experiences highlight how the lack of supervisor support has negatively impacted their family lives, indicating a work-family conflict. Respondent 13's statement that he "feels like quitting the job" further illustrates the psychological stress and conflicts they are enduring, posing challenges that can hinder employees' performance.

Only two respondents offered positive perspectives, with one describing their experience as "good" (R14) and the other as "easy" (R3). These individuals highlighted the benefits of working from home. Respondent 14 emphasized that working from home enhances familial bonds by providing more time together. Respondent 3 noted that remote work eliminates transportation expenses and saves travel time. These findings suggest potential benefits identified in the study.

*The Increased Bond between the Family Members*

In balancing both work and work-life together, respondent 14, had received their family support. This had helped the respondent to manage both work and family responsibilities smoothly. The bond of the family had increased due to the support that had received from each other in managing both work and family life. This had positively contributed to the job performance and had led to view working from home as a good concept. Respondent 14:

*“My wife and I took turns to manage responsibilities at home since both of us are working from home. We made a schedule and in that way both of us were able to carry out all the responsibilities smoothly. Whenever I have urgent meetings and deadlines to meet, she took care of the children and then after those meetings and work I took a turn. We had more time to spend with our children because of this work family concept. My parents are also staying with us. When both of us have urgent work, they managed the responsibilities at home and helped me and my wife. I feel like working from home is good and I find it increased my bond between the family as well as we have more time to understand and spend with each other.”*

#### *Eliminated Transportation Charges and Travel Time Saving*

Reduced Transportation charges and travel time saving was reflected as a benefit of working from home from respondent 3's comment. Hence, respondent 3 shows saving time and eliminating transportation charges are a benefit that positively affects the respondent's mental health well-being due to the working from home concept in the hard time.

*“Normally it takes around 3 hours for me to travel to my office as I live out of Colombo. I had to pay around Rs.8000 for my transportation as well. I didn't realize how stressful it was until I work from home. I had to wake up early in the morning around 3 am at least to cook the meals and get ready. Then I leave home around 5 a.m. Even after work, I come home around 8 p.m. Now all the stress is gone and my mental health feels better because of it and I have more time now to focus on my life. So, I think working from home is very easy*

*because it helps us to save time and transportation charges as well.”*

#### **Discussion**

The results of this study demonstrate that high WIF and FIW will have a negative impact on employees' job performance. When compared to the effect of FIW, the results of the chosen sample showed that WIF had the greatest influence on work performance. This exhibits that the employees who work have given more priority to their job duties and responsibilities during the family times, which has created a WIF and this has led to a higher negative effect on job performance. The revealed findings of the present research work were contradictory to the prior research work by Zainal et al. (2020), where the authors indicated that FIW is showing a higher proportion of negative effect on employees' work performance.

Similarly, studies explain the tragedies faced by families who work casual jobs and the circumstances they have to face due the current economic crisis. Hence, study results consist with Role theory assumptions and with the findings of several studies in the literature (Morrison et al., 2020; Wibowo et al., 2020). Based on the results, it is recommended that service companies take into account the work-family conflict that exists among their staff members, as this type of conflict can negatively impact workers' job performance.

The findings show that social support significantly modifies the association between work-family conflict (WIF and FIW) and employee job performance among the selected teleworkers. The findings suggest that social support can

mitigate the unfavorable link between work-family conflict (WIF and FIW) and performance levels of the job and the findings comply with the literature (Zainal et al., 2020). All aspects of social support have been shown to significantly and favourably affect performance. Wang and Tsai (2014) came across that the level of conflict between family and work had a negative impact on job performance, that friends' support increased the negative impact of this conflict on job performance, and that coworkers' support diminished the association between WFC and job performance. It is imperative for the organization to devise tactics that facilitate a congenial work atmosphere for its staff, all while providing supervisory assistance. Additionally, by supporting one another, family members should play a significant part in assisting workers in reducing the load of domestic responsibilities.

Further, the qualitative study revealed several challenges respondents faced while working from home, allowing for multiple responses. These included connection problems, lack of resources, inadequate workspace, excessive distractions, difficulty balancing work and family simultaneously, and lack of supervisor support. Key challenges such as connection issues (30%), lack of access to necessary documents (25%), and difficulties maintaining discipline between work and family hours (20%) aligned with the findings of the current study and conversely, the lack of daily face-to-face meetings was identified as the most significant challenge (Al-Habaibeh et al., 2021). Respondents were also asked about the benefits of working from home, where they primarily highlighted the strengthening of family bonds and the significant savings in travel time and

costs. This aligns with the findings of Al-Habaibeh et al. (2021), who noted that reduced travel time and costs were among the key advantages of remote work, leading to increased productivity.

## **Conclusion**

As a result of COVID-19 effect and the economic crisis situation in Sri Lanka, many companies had to move their workforce to telework. The employees had to adjust to this new normal situation to work from home while meeting the family demands simultaneously. Based on the literature four Hypotheses have been developed. Role theory and Conservation of resource theory supported this study model. The results of the study reveal that WIF and FIW are negatively correlated with employee's job performance. Furthermore, the findings revealed that the social support received from supervisors and family members moderated the effect of work-family conflict (both WIF and FIW) on job performance, which is a strategic mechanism to reduce the work-family conflict among the teleworkers. The present study contributes to extending the existing knowledge by filling the literature gaps and supporting the employers of Finance companies to identify the challenges faced by the employees from work from home. It also helps the supervisors to come up with effective strategic methods to manage employees to enhance job performance.

The current study indicates that the work from home is a great challenge for employees when compared to the benefits that they are receiving. For company policymakers, it should be flexible enough to understand the employees' situations and come up with proper remedies. This study comprises

several practical limitations as the cross-sectional study's population is restricted to the Colombo district's financial industry. Additionally, because the moderating variables likewise impose limitations on the research, no other variables were tested. In summary, the conflict between job and family facets is a current dilemma faced by the managerial and non-managerial workforce in different organizations, which causes many negative consequences. However, both the employees and employers can take necessary steps to evacuate the detrimental consequences that work-

family conflict has on productivity.

**Author Contributions**

In terms of conception, design, data gathering, analysis, and interpretation, both writers have significantly contributed.

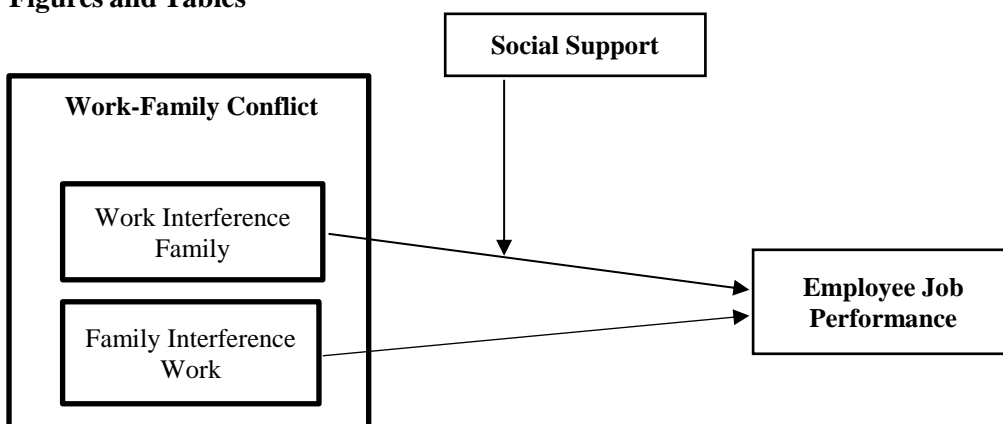
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**Figures and Tables**



(Source: Zainal et al., 2020) Figure 1: Conceptual Framework

**Table 1: Demographic Profile of the Respondents**

Demographic Factor	Sample size	Percentage (%)
<b>Gender</b>		
Male	36	28.8
Female	89	71.2
<b>Company of the Respondent</b>		
Siyapatha Finance	18	14
LOLC Finance	29	23
LB Finance	36	29
HNB Finance	42	34

Age Range		
18-25	44	35.2
26-35	49	39.2
Above 35	32	25.6
Marital Status		
Single	47	37.6
Married	78	62.4
Education Level		
A/L	51	40.8
Degree	59	48.2
MBA	12	9.6
PhD	3	2.4
No. of family Members		
1-3 family members	87	69.6
4-5 family members	34	24.2
Above 5 family members	4	3.2
Length of time working within this particular organization		
Less than months	13	10.4
6-11 months	6	4.8
1-2 years	33	26.4
Above 2 years	73	54.4

(Source: Survey Data)

**Table 2: Correlation Coefficient between WIF, FIW and Job Performance**

Variable/Dimensions		Job Performance
WIF	Pearson correlation	-.95**
	Sig. (2 – tailed)	.000
FIW	Pearson correlation	-.76**
	Sig. (2 – tailed)	.000

\*\* Correlation is significant at the 0.01 level (2- tailed)

(Source: Survey Data)

**Table 3: Model Summary**

R	R Square	Adjusted R Square	St. Error of the Estimate	Change Statistics		
				R Square Change	F Change	Sig. F Change
0.953	0.908	0.906	0.25136	0.908	599.405	0.000

Predictors: (Constant), Employee Performance

(Source: Survey Data)

**Table 4: Coefficient of Regression Analysis**

Model		Standardized Coefficient	t	Sig.
		Beta		
1	(Constant)		75.575	0.000
	Work interference family	-1.069	-20.709	0.000
	Family interference work	-0.30	-.608	0.000

(Source: Survey Data)

**Table 5: Moderating Impact of Social Support on the relationship between WIF and Job Performance**

	Model 1			Model 2		
	t-value		p-value	t-value		p-value
WIF	-34.708		.000	-24.53		.000
WIF x SS				5.31		.000
R2 Change		0.91	.100		0.02	
F Change		1204.61			28.18	
Sig F Change		0.000			0.000	

(Source: Survey Data)

**Table 6: Moderating Impact of Social Support on the relationship between FIW and Job Performance**

	Model 1			Model 2		
	t- value		p- value	t- value		p- value
FIW	-13.11		.000	-7.89		.000
FIW x SS				7.09		.000
R2 Change		0.58	.100		0.12	
F Change		171.91			50.24	
Sig F Change		.000			.000	

(Source: Survey Data)

**Table 7: Factors that explains the possible benefits and challenges faced by the teleworkers in performing**

Ranking	Factor	Challenge /Benefit
1	Connection Problem	Challenge
2	Lack of Resources	Challenge
3	Lack of proper Space	Challenge
4	Too many distractions	Challenge
5	Unable to balance both work and Family simultaneously	Challenge
6	Lack of supervisor support	Challenge
7	Increased bond between the family members	Benefit
8	Eliminated transportation charge and Travel Time saving	Benefit

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