

# The Effects Of Work-Family Conflict On The Work Performance Of Married Female Military Personnel Of the Philippine Air Force

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## Abstract

Women have long penetrated this patriarchal society. In the Philippine Air Force, the presence of women personnel has been beneficial for a decade. However, there is one facet of being a woman that cannot be separated; this is when a female soldier becomes a mother. The majority of working women struggle to strike a balance between work and family, which can cause stress and work-family conflict. This study aimed to address the issues and concerns of married female military personnel regarding the effects of work-family conflict on their work performance. Using descriptive research design, 426 married female military personnel participated in the study. Result revealed that the family factor and work factors significantly affects the job experience, job satisfaction and work performance. However, the factors' effect on commitment to the military is not statistically significant. Furthermore, job experience affects job satisfaction, which significantly affect commitment to the military. Finally, the respondent's commitment to the military significantly affects their work performance. The respondents' responses to the open-ended questions further issues and concerns of women personnel, providing opportunity for progression changes, and shedding light as to how the organization can the PAF will have the opportunity to maximize the full potential of its personnel and increase their work performance.

Keywords: Work-family Conflict, military personnel, women, and work performance;

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## 1. Introduction

### 1.1. Background of the Study

Women have long penetrated this patriarchal society. They have even dominated certain fields that were traditionally ruled by men. Indeed, one of those is the world of command. Women have served in the military in different roles for a long time (Buchholz, 2023). In the United States, women have been part of the U.S. military and its campaigns since the American Revolution. During this time, female enlistees faced unofficial slander campaigns that sharply reversed enlistment. However, women still face stereotypes about who they are and how capably they perform their duties (Trobaugh, 2018).

In the Philippines, women have been allowed to work in the Armed Forces of the Philippines since 1963 through the Republic Act 3835 (FES Asia, 2022). The number of military women has grown over the years. According to the Implementing Rules and Regulations of the Magna Carta for Women (MCW), the

Department of National Defense (DND) and other government agencies were instructed to raise the quota to 20 percent for female admission (Arinto, 2021). The AFP continuously intensifies its efforts to develop plans, policies, and mechanisms in addressing identified gender discrimination and inequalities within the organization (Nepomuceno, 2018).

In the Philippine Air Force (PAF), the presence of women personnel has been beneficial for a decade. Today, the PAF has a total of 20,944 officers and enlisted personnel (PAFPMC, 2022) and 19 percent are military women (Beatingo, 2022). Although we all know there have been issues raised concerning mental and physical capabilities between men and women, female soldiers have proven that these elements are negligible in accomplishing their assigned duties and responsibilities. Women are no longer excluded from any type of combat mission: they are pilots, vehicle drivers, mechanics, and infantry officers (Robinson & O'Hanlon, 2019).

Female soldier proved their effectiveness in administrative work, deployment relations, and field duties. However, there is one facet of being a woman that cannot be separated, this is when a female soldier becomes a mother. With the rigor of the profession, married female military personnel limits the opportunity to play the part of being a mother to their family because of the military professionalism and the dictum of "service above self". According to McCann (2019), one of the biggest challenges indicated by the women was the organizational culture of their place of work and the attitudes of their organization to work-family balance. Where the organization did not appear to value its employees maintaining a work-family balance and where flexible working was not encouraged, or the role itself was structured in such a way as to make flexible working impossible, women experienced challenges around balancing work and family. The majority of working women struggle to strike a balance between work and family, which can cause stress and work-family conflict.

The work-family conflict (WFC) is an established phenomenon of modern economies and has become more intense for the female labor force which has to perform multiple roles in society (Khalid, 2021). Generally, Work-Family Conflict has two types, family interference with work (FIW) and work interference with family (WIF). FIW occurs when a family role interferes with a work role, and WIF occurs when a work role interferes with a family role (Carroll, 2022). Work Interference Family occurs when work in the office interferes with family life, such as working overtime hours that prevent the implementation of tasks at home (Jatmika, 2021). Furthermore, family interference work occurs when the family interferes in work affairs; for example, children's employee illness prevents them from attending work (Jatmika, 2021).

The work-family conflict encompasses direct and indirect effects on different factors like job experience, job satisfaction, and commitment to the military and work performance of the personnel. According to Karya

et al. (2021), based on the results of their study, the direct effect of each work-family conflict shows a significant negative effect on job satisfaction. From these results, the female lecturers at Unusa cannot manage the work and interfere with family or family interface work, which affects the decrease in job satisfaction. The higher the intensity of work interferes with family or family interferes with work, it makes people uncomfortable at work. The more uncomfortable at work, of course, dissatisfaction at work also increases.

Likewise, past studies analyzed work-family conflict and its connection to job performance (Obrenovic et al., 2020). Job performance (sometimes also called work performance) is a widely used tool and metric in management (Nini, 2019). Work performance is about how well an individual performs a job, role, task, or responsibility (Spacey, 2017). In the military context, it has been theorized that quality-of-life issues, such as work-life conflict, negatively impact the job performance of military personnel by interfering with their ability to stay focused on their tasks (Dursun, 2018).

According to Long (2021), "Service members who are well-supported in their physical, emotional, and financial needs at home are better able to focus on their mission at work. In addition, service members with spouses and families who are supportive of the military may be more likely to remain in the military longer than individuals whose families are opposed to their service". Recent studies indicated that women's family and military roles are closely linked. Women who marry, become pregnant, and have children leave the military at higher rates than single Servicewomen (Rea, 2020 as cited in King & DiNitto, 2019).

This indicates that the gap between work and families is one of the biggest issues encounter not only in the military set-up but also in every organization. In PAF, the work-family conflict is one of the biggest issues and concerns of female married personnel. This issue is identified and measured not only based on the personal experience of the researcher and her colleague but also through various research conducted by the students of the Philippine Air Force Officer School (PAFOS). PAFOS is one of the major schools of the PAF wherein the military Officer with the rank of Captain is required to submit a Commandant's Paper as the main output of the Squadron Officer Course (SOC). The Commandant's paper embodies the results of the scholarly investigation to provide solutions to existing problems or recommendations regarding an issue (Commandant's Paper Guidebook, 2022). The research of some SOC students are focusing on parenting issues, motherhood, Gender and Sensitivity (GAD), and the like which are related to a work-family conflict, job performance, and job satisfaction. These research studies are from 2003 to the present which indicate that this kind of problem exists in the PAF for so long.

The study by Roxas (2017) showed that the degree of family-work conflict involving the working military parents in BGBNEAB, Lapu -Lapu City was neutral, meaning they neither agree nor disagree that

they have family-work conflict. According to Karim (2022), when respondents on average choose Neutral, assumingly they are reluctant to be determined, therefore, they stay undecided. As a result, it leaves room for the researcher to interpret the results and postulate future possibilities.

While in the study by Pulgar (2018), one of the significant findings found by the researcher, in terms of doctrine, the Wing was non-compliant in implementing the GAD policies and guidelines in response to the maternal needs of its female personnel.

The study of Beatingo (2022) showed that some of the policies and programs were existent but are not conducted because they are not being disseminated and implemented properly such as the pre-deployment and post-deployment seminars, Base Level Family Readiness Group that aims to cater to the needs and concerns of PAF airmen and their families. Properly spaced deployment programs/schemes for aircrew mothers are lacking as well as family-friendly facilities to cater to personnel with children if deployed including qualified personnel who can conduct family and life coaching. There is also an absence of an online helpline website that can serve as an online tool that can support the aircrew mothers during the deployment cycle.

Although many studies have examined the impact of work-family conflict on work performance in the private sector and few in the public sector, the perceived significance and the rationale for conducting this study were significantly constructed as follows:

First, this study intended to address the issues and concerns of married female military personnel regarding the level of work-family conflict that affects their work performance in the PAF. This study also aimed to fill the gaps by evaluating the inter-relation effects of family factors, work factors, job experience, job satisfaction, and commitment to the military of married female military personnel. It helps to measure the perception of married female military personnel on the organization's policies and evaluates whether this factor affects their work performance.

Secondly, this study illuminated the path toward a sustainable direction in connection to the United Nation's 17 Sustainable Development Goals (SDGs). This study targets SDG number 8 which promotes sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all (UN Department of Economic and Social Affairs Sustainable Development, 2022).

Lastly, through identifying the different issues and concerns regarding the effect of work-family conflict on the work performance of married female personnel in the military service, the researcher's general aim for this study was to provide recommendations such as policies, plans, and programs that may serve as references for future development of doctrines in the PAF.

Thus, to match the main research thrust to the identified research needs and to adequately capture significant predictive power among identified factors, conceptual and operational frameworks (Figures 1 and 2, respectively) were used as the backbone in the conduct of the research.

## 1.2 Research Framework

The conceptual framework of this study was adopted from the study of Sinclair (2004), which aimed to examine the military/family conflict that exists in the current Navy and its effects on the retention of female naval Officers. They were able to analyze the significant relationship between work/non-work factors and retention plans among military personnel.

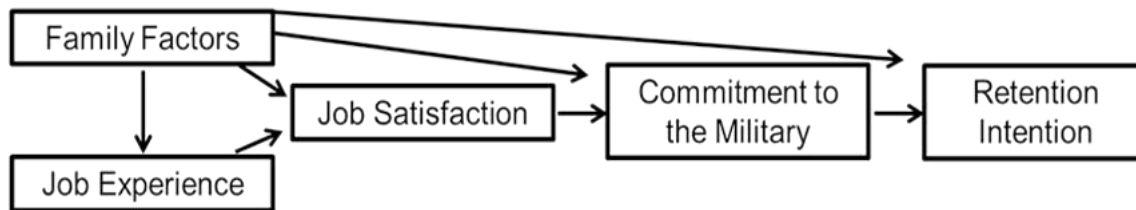


Fig 1. Conceptual framework

Source: "Effects of Military/Family Conflict on Female Naval Officer Retention" (Sinclair, Cody S.Companie, 2004).

Based on their findings, life domains (e.g., family factors, job experiences, job satisfaction, and commitment) are the key drivers of retention intent among female Naval officers. Although many direct effects of the family factor variables (marital status, children under 21 living in a household, and satisfaction with time with relatives composite) were found, other constructs (job satisfaction and commitment to the military) proved to have a greater total effect on retention intentions (Sinclair, 2004).

The study by Sinclair (2004) was conducted in the Monterey California, naval postgraduate School and intended for Naval Officers. This study was conducted in the Philippines and intended for the married female military personnel of the PAF. This study is guided by the operational framework as illustrated in Figure 2. Similar variables are being used from the adopted framework of Sinclair. However, the researcher makes modifications to strengthen this study and provide a better interpretation of its variables. This modification also fits the current situation of the PAF which helps the researcher to provide a better recommendation.

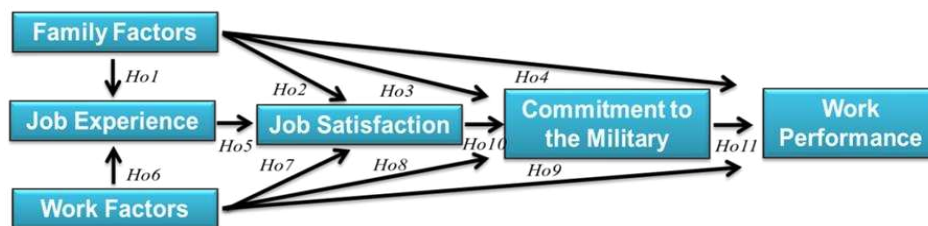


Fig 2. Operational framework

In the original framework, there are only five (5) variables used, but in this study, the researcher decided to add one (1) more variable which is the work factors. Based on the article of Carroll (2022), the work-family conflict has two general types called family interference with work (FIW) and work interference with family (WIF). According to Sumaiya and Salman, the results indicate that WIF is positively linked to organizational and occupational turnover intentions. In this, the researcher comes up to add the work factors to have a better interpretation of data.

Further, based on the available data presented to the researcher in the initial interview and data gathering conducted at air base, the retention intention of female military personnel resigning from the PAF is a low percentage and did not support the Sinclair framework. In this, the researcher replaced the original dependent variable with work performance as a more significant outcome to measure in the context of the study. According to CHAMP Uniformed Services University (2020), work-to-family conflict has a significant impact on performance and those who experience family-to-work conflict are less satisfied with their jobs, have more interpersonal conflicts at work, and tend to have poorer physical health. While in the study of Soomro et al. (2018), work-life balance and work-family conflict have a positive effect on employee performance.

### 1.3 Objectives of the Study

The main goal of this study was to basically answer the question, “Does work-family conflict affect the work performance of female military personnel?”. Specifically, the study aimed to address the following research objectives:

1. To determine the effect of family factors and work factors on job experience;
2. To determine the effect of family factors, work factors, and job experience on job satisfaction;
3. To determine the effect of family factors, work factors, and job satisfaction on a commitment to the military;
4. To determine the effect of family factors, work factors, and commitment to the military on work performance; and
5. To provide recommendations to enhance the policies, plans, and programs of the PAF in terms of addressing the issues and concerns on the effects of work-family conflict on the work performance of married female military personnel in military service.

### 1.4 Hypotheses

Given the these research objectives, the following hypotheses were tested:

Ho1: Family factor has no significant effect on the job experience of married female military personnel in military service.

Ho2: Family Factor has no significant effect on the job satisfaction of married female military personnel in military service.

Ho3: Family factor has no significant effect on the commitment to the military of married female military personnel in military service.

Ho4: Family factor has no significant effect on the work performance of married female military personnel in military service.

Ho5: Job experience has no significant effect on the job satisfaction of married female military personnel in military service.

Ho6: Work factor has no significant effect on the job experience of married female military personnel in military service.

Ho7: Work factor has no significant effect on the job satisfaction of married female military personnel in military service.

Ho8: Work factor has no significant effect on the commitment to the military service of married female military personnel in military service.

Ho9: Work factor has no significant effect on the work performance of married female military personnel in military service.

Ho10: Job satisfaction has no significant effect on the commitment to the military of married female military personnel in military service.

Ho11: Commitment to the military has no significant effect on the work performance of married female military personnel in military service.

## **2. Materials and Methods**

### **2.1 Research Design**

In order to address the research hypotheses and to achieve the objectives of this research, the researchers used quantitative research specifically the descriptive research design to determine if the independent variables (family factor, work factor, job experience, job satisfaction, and commitment to the military) have significant effects on the dependent variable (work performance).

### **2.2 Locale of the Study**

The locale of the study was the nine major bases of the PAF, including the unified command and the general headquarters. The nine major bases are located in different areas of the Philippines.

### 2.3 Respondents of the Study

The respondents of this study were married female military personnel assigned in the different bases of the PAF.

### 2.4 Sampling Design

The study used area sampling to select a representative sample of its target respondents. The minimum sampling size was deemed to statistically represent each base of the PAF: the number of female military personnel at each base was determined by using the statistical tool G\*Power with the input parameters (effect size = 0.15;  $\alpha$  error probability = 0.05; Power = 0.95; Number of Predictors = 3). Thus, at least a total of 426 were targeted to reflect the characteristics of the actual population.

### 2.5 Research Tools and Instructions

The researcher used the survey questionnaire adapted from the study of Sinclair (2004). Likewise, to strengthen the survey questionnaire of the study, the researcher also adapted the survey questionnaire of Majekodunmi (2017) and the survey questionnaire of Agnieszka et al. Minimal modifications were also made to align a specific topic and maintain suitable validity and reliability of measurement.

The survey questionnaire is composed of three sections: demographic information, the study's constructs for respective variables, and open-ended questions. The first section is about demographic information. The demographic information is composed of five items, the nine bases of the PAF, rank of personnel, age, years in military service, and number of children. The second section was composed of six (6) parts: family factor, work factor, job experience, job satisfaction, commitment to the military, and work performance.

### 2.6 Data Analysis and Interpretation

The statistical techniques used in this study is descriptive mean and multiple linear regression. Descriptive statistics were, therefore, discussed and interpreted, with an emphasis on core statistical ideas that are necessary to comprehend the constructs used in the survey instrument. On the other hand, multiple linear regression is used to test the effects of independent variables on the dependent variables.

### 2.7 Ethical Consideration

Research ethics during the conduct and gathering of data remained confidential throughout the study to ensure that dignity and well-being are protected at all times. The researcher obtained permission to conduct the study from the different school commandants and heads of the office. These approvals include approval to conduct the study, approval from the study location, and signed participant consent. Reliability in terms of the standard of the study, design, methodology, analysis, and use of resources is ensured by good research practices. Transparency in planning, execution, review, reporting, and communication guarantee



honesty. It has open communication and transparency throughout the whole data-gathering process to let everyone involved in the study know what the goal of the study is.

Furthermore, for each participant's integrity and confidentiality, it was guaranteed that each participant's identity has remain anonymous in survey responses. Respondents were notified of their right to renounce or end their participation at any time without providing a reason. The study has been careful to abide by the agreement of secrecy, transparency, respect, and reliability throughout the study to ensure the study's accountability.

### 3. Results and Discussion

#### 3.1 Descriptive Statistics

Objectives of Study 1: To determine the effect of family factors and work factors on job experience.

Multiple regressions were run to forecast the relationship between independent and dependent variables. Table 7 presents the effect of family factors and work factors on job experience. The results of the regression showed that family factor ( $\beta = .126$ ,  $t = 2.449$ ,  $p < .015$ ) and work factors ( $\beta = .440$ ,  $t = 7.805$ ,  $p < .000$ ) explained 41.1% of the variation in job experience ( $R^2 = .411$ ,  $F(2, 423) = 147.567$ ,  $p\text{-value} = 0.000$ ).

Table 1. Effects of Family Factors and Work Factors on Job Experience

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Interpretation
	B	Std. Error	Beta			
(Constant)	1.479	.101		14.692	.000	
1 Family Factor	.126	.051	.158	2.449	.015	Significant
Work Factor	.440	.056	.505	7.805	.000	Significant
$R^2 = .411$		F-value = 147.567		p-value = .000		

In a similar study by Berta Schnettler et al in 2022, the key finding is the mediating role of family-to-work enrichment, which allows the transmission of resources from one domain to the other by linking positive daily family events to positive job experience. Likewise, the result of this study is also the same as the study of Palmeri (2022), which stated that work factors such as a negative workplace, conflict among co-workers, poor work-life balance and the like negatively affect the working experience of its personnel. Moreover, in the study of Esade (2021), the positive daily experiences at work help us see the glass half full and can have a direct positive impact on our mood and well-being at work, the findings also reveal daily hassles at work have an opposite effect. This study was evidence that the effect of family factors and work factors on job experience is significant, which indicated a positive relationship between work-life balance and job experience.

Objectives of Study 2: To determine the effect of family factors, work factors, and job experience on job satisfaction;

Table 2 presents the effect of family factors, work factors, and job experience on job satisfaction. Results show that family factors, work factors, and job experience positively affects job satisfaction. The effect is revealed to be significant in family factors ( $\beta = .195$ ,  $t = 4.296$ ,  $p < .001$ ), work factors ( $\beta = .293$ ,  $t = 5.529$ ,  $p < .001$ ), and job experience ( $\beta = .441$ ,  $t = 10.338$ ,  $p < .001$ ). The results indicate that 64.3% of the variance in job satisfaction ( $R^2 = .643$ ,  $F(2, 423) = 253.107$ ,  $p\text{-value} = 0.000$ ) was explained by family factors, work factors, and job experience.

Table 2. Effects of Family Factors, Work Factors, and Job Experience on Job Satisfaction

Model	Coefficients <sup>a</sup>			t	Sig.	Interpretation
	Unstandardized Coefficients		Standardized Coefficients Beta			
	B	Std. Error				
1 (Constant)	.398	.109		3.668	.000	
Family Factor	.195	.045	.218	4.296	.000	Significant
Work Factor	.293	.053	.298	5.529	.000	Significant
Job Experience	.441	.043	.392	10.338	.000	Significant
R <sup>2</sup> = .643		F-value = 253.107		p-value = .000		
a. Dependent Variable: Job Satisfaction						

This revealed that family factors, work factors, and job experience have an effect on the job satisfaction of married female military members in the PAF. This means that there is evidence to support the notion that various aspects of work have a significant effect on the level of job satisfaction experienced by these individuals. The research findings, provide statistical evidence indicating a meaningful association between family factors, work factors, and job experience and job satisfaction among married female military personnel.

The result of this study was a similar study conducted by Nguyen et al (2021), confirming that work factors (job itself, supervision, working conditions, payment, and reward and recognition) have a positive and significant relationship with job satisfaction.

Likewise, the study of Namaziandost (2021) supported the result of this study by showing that when the two groups of their study were compared on experience, it is observed that experienced employees were significantly more satisfied in their jobs. The same result is also shown in the study of Victoria et al. (2019) that satisfied and prosperous family life could lead to success and satisfaction at work. Finally, the study by

Masduki et al. (2020) resulted to work-family conflict, peer support, and family support having a significant effect on job satisfaction.

Objectives of Study 3: To determine the effect of family factors, work factors, and job satisfaction on a commitment to the military;

Table 3 presents the effect of family factors, work factors, and job satisfaction on commitment to the military. The results showed that family factor ( $\beta = .069$ ,  $t = 1.364$ ,  $p > .05$ ) and work factors ( $\beta = .103$ ,  $t = 1.754$ ,  $p > .05$ ) is not significant to the commitment to the military. Furthermore, the study also indicated that job satisfaction ( $\beta = .644$ ,  $t = 13.609$ ,  $p < .000$ ) has significant effect on commitment to the military. Overall, the result of regression indicated that job satisfaction explained 59.1% of variance of commitment to the military ( $R^2 = .591$ ,  $F(2, 423) = 203.087$ ,  $p\text{-value} = 0.000$ ,  $p < .000$ ).

Table 3. Effects of Family Factors, Work Factors, and Job Satisfaction on Commitment to the Military

Model		Coefficients <sup>a</sup>			t	Sig.	Interpretation
		Unstandardized Coefficients		Standardized Coefficients			
		B	Std. Error	Beta			
1	(Constant)	.809	.108		7.477	.000	
	Family Factor	.069	.050	.076	1.364	.173	Not Significant
	Work Factor	.103	.059	.103	1.754	.080	Not Significant
	Job Satisfaction	.644	.047	.633	13.609	.000	Significant
R <sup>2</sup> = .591		F-value = 203.087			p-value = .000		
a. Dependent Variable: Commitment to the Military							

The table shows evidence supporting the assumption that work satisfaction has a significant effect on military commitment. This suggests that job satisfaction has a major impact on an individual's level of commitment to the military. When people are satisfied with their jobs, they are more likely to be dedicated to their military service. A feeling of purpose, recognition, opportunity for progress, work-life balance, and supportive leadership are all important factors in molding an individual's commitment to the military. The current study's significant findings supported Andy Soenanta et al (2020) which proved that job satisfaction has a positive and significant effect on organizational commitment. These findings indicate that empirically good job satisfaction will increase organizational commitment. This fact helps explain how important job satisfaction is in increasing organizational commitment.

Objectives of Study 4: To determine the effect of family factors, work factors, and commitment to the military on work performance;

The table 4 reflects the effects of family factors, work factors, and commitment to the military on work performance. The effect is revealed to be significant in family factors ( $\beta = -.115$ ,  $t = -2.456$ ,  $p < .05$ ), work factors ( $\beta = .186$ ,  $t = 3.531$ ,  $p < .001$ ), and commitment to the military ( $\beta = .736$ ,  $t = 19.419$ ,  $p < .001$ ). The results indicate that 59.1% of the variance in work performance ( $R^2 = .591$ ,  $F(2, 423) = 3.087$ ,  $p\text{-value} = 0.000$ ) was explained by family factors, work factors, and job experience.

Table 4. Effects of Family Factors, Work Factors, and Commitment to the Military on Work Performance

Model		Coefficients <sup>a</sup>			t	Sig.	Interpretation
		Unstandardized Coefficients		Standardized Coefficients			
		B	Std. Error				
1	(Constant)	.731	.106		6.900	.000	
	Family Factor	-.115	.047	-.128	-2.456	.014	Significant
	Work Factor	.186	.053	.189	3.531	.000	Significant
	Commitment to the Military	.736	.038	.746	19.41	.000	Significant
		R <sup>2</sup> = .591	F-value = 203.087	p-value = .000			
a. Dependent Variable: Work Performance							

The table revealed that there is clear evidence that family factor, work factor and military commitment has an impact on work performance, leading to the rejection of the null hypothesis. The current study's significant findings supported the study of Zainal et al (2020) which proves that work interference family and family interference work are negatively correlated with employee job performance. Additionally, this current study's significant result was consistent with Suharto et al (2019), wherein the finding shows that organizational commitment has a direct positive influence on job performance. It indicates that if employees have strong beliefs, accept the existing value set by the organization, have the willingness to do a lot of effort for the organization, and keep working with high commitment, then the result of the work achieved will increase.

Objectives of Study 5: To provide recommendations to enhance the policies, plans, and programs of the PAF in terms of addressing the issues and concerns on the effects of work-family conflict on the work performance of married female military personnel in military service.

#### Qualitative Analysis

For the analysis of the result of open-ended questions, the researcher found that most of the work-

family conflict encountered by married female military personnel primarily related to quality time, deployment, child raising, being away from their family, and unavailability during family gatherings and emergencies.

Likewise, the open-ended question asked about the potential consequences of work-family conflict on married female military work performance. Based on the answers of married female military personnel, the consequences of work-family conflict on married female military personnel's work performance include decreased focus, reduced job performance and productivity, strained family relationships, and potential mental health issues. The challenges and strains connected with managing military and family obligations can impair these women's ability to concentrate and fully engage in their duties and responsibilities. Family difficulties can provide emotional and mental distractions, making it harder to sustain peak performance levels. As a result, their job performance and productivity may decline, potentially affecting their overall effectiveness in their military roles.

Likewise, the other open-ended question investigated is about the coping strategies being used by married female military personnel to deal with conflict between work and family and maintain performance at work. The answers are constant communication with the family, Time management, talking/sharing with co-workers and friends, and being flexible between family and work demands.

In the final open-ended question, respondents were asked to make recommendations to higher headquarter on how to deal with work-family conflict. Their responses reflected a variety of proposals aimed at easing the difficulties that married military personnel confront in juggling work and family commitments. The common recommendation are assignment and reassignment of married military personnel, improve the infrastructure for family support, Standard operating procedures (SOPs) for deployment, working arrangements and multimodal strategy.

### 3.2 Conclusion and Recommendation

This study basically aimed to identify if the work-family conflict affects the work performance of married female military personnel of the PAF. Indeed, it investigated the relationship between the independent variables: family factor, work factor, job experience, job satisfaction, and commitment to the military, and its dependent variable: work performance.

The study shows that family factors had significant effects on job experience, job satisfaction, and work performance of married female military personnel in the PAF, which rejected the null hypotheses Ho1, Ho2, and Ho4. However, its effect on a commitment to the military is not statistically significant, failing to reject Ho3.

This study implies that family factors had significant effects on job experience and the elements

related to the family, influence the quality and nature of an individual's job experience. Work-family conflict, in particular, can act as a barrier to achieving a positive job experience by creating tension and challenges in balancing work and family responsibilities.

This also suggested that family factors had significant effects on job satisfaction which means that family-related factors, influence how satisfied people are with their careers. Work-family conflict can lead to poorer job satisfaction because the pressure and stress produced by competing expectations can have a detrimental impact on an individual's overall job satisfaction.

The effect of family factors on work performance shows that it had significant effects. This means that family-related factors have an effect on married female military personnel's total work performance. High levels of work-family conflict can impede work performance by causing distractions, stress, and difficulties in carrying out job tasks.

Furthermore, the result revealed that job experience had significant effects on job satisfaction, thus the null hypothesis Ho5 is rejected. An individual's working experience influences their level of work-family conflict. Organizations can contribute to greater levels of job satisfaction among married female military members in the PAF by addressing work-family conflict and providing pleasant job experiences.

On the other hand, the study shows that work factors had significant effects on job experience, job satisfaction, and work performance, which rejected the null hypotheses Ho6, Ho7, Ho8, and Ho9. Work factors have an effect on workplace experience in the context of work-family conflict. High job demands and an excessive workload will exacerbate work-family conflict as individuals attempt to balance work and family obligations. Individuals also have higher levels of job satisfaction when they have greater involvement in their work and other factors can also help to improve work-family balance, reduce work-family conflict, and increase job satisfaction.

Job satisfaction had a significant effect on a commitment to the military, thus rejecting the null hypothesis Ho10. This means that better levels of job satisfaction among military personnel are linked to a greater dedication to their military duties and responsibility. Recognizing the significance of job satisfaction in building loyalty, military leaders may prioritize employment-related elements such as working conditions, professional growth opportunities, recognition, and awards. Military organizations should try to build a more devoted and motivated workforce by improving job satisfaction, leading to higher retention and overall performance.

The study also illustrates that commitment to the military has a significant effect to work performance, thus rejecting the null hypothesis Ho11. Recognizing the importance of job satisfaction in building commitment, military leaders may focus on enhancing job-related aspects such as working

conditions, professional growth opportunities, recognition, and awards. Military organizations should try to build a more devoted and motivated workforce by improving job satisfaction, leading to higher retention and better overall performance.

The purpose of this study was to shed light on the way to the sustainability of the sharing economy by establishing rapport with some of the key United Nations' recently established 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development. As a result, various proposals for interested stakeholders were developed based on SDG 8.

The significant effects of work-family conflict, through its independent variables, were anchored with SDG 8 or the goal of "Ensuring healthy lives and promoting well-being for all at all ages". One of the SDG 8 targets and indicators is to achieve full and productive employment and decent work for all women and men (Santana, 2023). The PAF shall acknowledge the dynamic changes in today's world such as the effects of work-family conflict on the work performance of its personnel. By acknowledging these issues and concerns, the PAF will have the opportunity to maximize the full potential of its personnel and increase their work performance. Additionally, reducing work-family conflict has a positive impact on numerous elements of SDG 8:

First, it promotes full and productive employment by ensuring that individuals can manage their job responsibilities successfully while preserving a good work-life balance. This, in turn, increases job satisfaction and productivity, resulting in increased economic growth and long-term development.

Lastly, addressing work-family conflict contributes to decent work for all by recognizing and supporting employees' rights to reasonable working hours, rest breaks, and time for personal and family duties. Organizations that proactively address work-family conflict are more likely to develop supportive policies and practices that encourage employee well-being and work-life integration.

The PAF needs to acknowledge the social dilemma that arises from the effects of work-family conflict on female married military personnel. As the result of this study, the higher headquarter should make necessary consideration to the development of support programs that cater to the needs of its married military personnel.

Based on the conclusions stated above that aligned with SDG 8, the researcher recommends the following to enhance its family support programs by including provisions for female married military personnel and their families.

The researcher recommends implementing the following solutions to address the lowest mean in the survey of family factors, which is related to the statement "The demand of my family or spouse/partner didn't interfere with work-related activities". The researcher recommends having family support liaisons.

Family support liaisons serve an important function in the military by acting as a direct point of contact for service personnel's families or spouses/partners. These liaisons serve as a link between the military organization and the families, ensuring that the specific needs and concerns of military families are recognized and addressed. In terms of improving work-family conflict concerns, Family Support Liaisons give vital resources, information, and assistance to families, which can help reduce some of the obstacles and stressors that contribute to work-family conflict.

Likewise, based on the survey results, the researcher recommends implementing the following solutions to address the lowest mean in the survey of a work factor, which is related to the statement "The demand of my work didn't interfere with family or spouse/partner activities.". and in the survey of job satisfaction, which is related to the statement "The conditions of my family-life balance are excellent". The researcher recommends having Time Management Training, standard operating procedure (SOP) for Deployment Management, and Reassignment of personnel.

Time Management Training can have a substantial impact on improving work-family balance and reducing work-family conflict in the military. By teaching military members how to manage their time effectively, they may prioritize their tasks and responsibilities, set limits, and set aside time for both work and family activities. Time management training assists military personnel in identifying and eliminating time-wasting or unproductive tendencies. They can learn how to prioritize their duties, delegate when necessary, and save time by using practices like effective planning, task batching, and avoiding multitasking. Military personnel can boost their efficiency and production by maximizing their time, minimizing work-related stress, and creating more time to spend with their family.

Deployment Management will help not only the married female military personnel but also all the PAF personnel in addressing their issues and concerns governing the work-family conflict. By implementing this standard operating procedure (SOP), military personnel will be able to maintain a healthy balance between their professional obligations and family responsibilities. This will enable them to effectively manage their time, resulting in improved performance both in their job duties and in nurturing their family relationships. Ultimately, the SOP aims to empower personnel to excel in all aspects of their lives, fostering personal and professional growth while fostering strong family bonds.

Likewise, the creation of Standard Operating Procedures (SOPs) for Military Personnel Reassignment will be of great assistance not only to married female military personnel but to all PAF personnel in addressing issues and concerns relating to work-family conflict. This SOP takes into account feedback from married female military members who have emphasized the need of being close to their families while fulfilling their jobs. The SOP also highlights the value of quality time and considers sending



people to locations near their families.

Furthermore, based on the survey results, the researcher recommends implementing the following solutions to address the lowest mean in the survey of job experience, which is related to the statement " The command provides housing and subsidized local child care for deployed and/or reassigned personnel". The researcher recommends improved Housing Support and Expanded Subsidized Child Care Programs.

Improved housing support in the military context is critical for managing work-family conflict and improving military people and their families' workplace experiences. The military may reduce stress and foster a healthier work-family balance by concentrating on the family environment and providing adequate and comfortable housing options. Improving the quality of military housing has a direct impact on the well-being and contentment of military members and their families. Adequate housing that fits their needs gives them a sense of stability, security, and comfort, creating an atmosphere that is beneficial to both work and family life. It alleviates the anxieties and problems connected with substandard or inadequate housing, allowing military personnel to concentrate on their professional tasks rather than home-related stressors.

Likewise, expanded subsidized childcare programs directly address work-family conflict by providing critical support to service people and their families. The military recognizes the specific issues faced by military families and seeks to reduce the load on them by improving the availability and affordability of childcare facilities, allowing them to effectively manage their work responsibilities and family obligations. Military personnel and their spouses/partners must have access to cheap and dependable childcare options. Changes in habits and locations are common during deployments and reassignments, making it difficult for families to locate adequate childcare arrangements. The military ensures that there are enough options to meet the needs of military families by expanding current childcare facilities and cooperating with local providers. This alleviates the stress and uncertainty involved with locating and affording suitable child care, allowing military members to concentrate on their work with peace of mind, knowing that their children are well-cared for in a safe and supportive environment.

Furthermore, based on the survey results, the researcher recommends implementing the following solutions to address the lowest mean in the survey of commitment to the military, which is related to the statement " At your next decision point, how likely that you will remain in the PAF?". The researcher recommends Dual-Career Support.

In the military environment, Dual-Career Support efforts play an important role in managing work-family conflict, promoting family well-being, and ultimately improving job performance and commitment to the military. The military understands the necessity of integrating professional aspirations with family duties by focusing on assisting the career development and job possibilities of service spouses/partners. Addressing

military spouses'/partners' employment needs has a direct impact on family context and work-family conflict. Military families sometimes experience obstacles as a result of numerous relocations and deployments, which can impair military spouses'/partners' job advancement. The military supports access to employment possibilities for military spouses'/partners in each new area by offering job placement aid, career counseling, and creating partnerships with local businesses or organizations. This not only allows spouses'/partners to retain employment continuity, but it also decreases financial stress and improves the family's overall well-being.

Lastly, based on the survey results, the researcher recommends implementing the following solutions to address the lowest mean in the survey of work performance, which is related to the statement "I create new ideas and original solutions for improvements in my field". The researcher recommends Innovation Workshops. Organize workshops or training sessions aimed at encouraging military people to think creatively and innovate. These workshops can provide tools, approaches, and frameworks to help people come up with fresh ideas and solutions. Military people might feel encouraged to contribute their unique perspectives and insights to their particular disciplines if a favorable environment for innovation is created.

### 3.3 Limitations of the Study

This study specifically examined the effects of work-family conflict on the work performance of female military personnel of the PAF, it is important to acknowledge certain limitations that may impact the generalizability and comprehensiveness of the findings.

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