WORK-FAMILY CONFLICT AND TARDINESS AMONG HEALTH WORKERS IN PRIVATE HOSPITALS IN RIVERS STATE, NIGERIA

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Abstract
This study critically inquired into how work-family conflict relates with tardiness amongst health workers in private hospitals in Rivers state, Nigeria. A cross-sectional survey was employed and 452 health workers were covered. However, 210 samples were drawn from the population and copies of questionnaires were utilized in data gathering from respondents. Simple random sampling was utilized and only 192 copies of the given questionnaires were well filled and used in the study. Data was analysed with Pearson product moment correlation. Drawing from the analysis, findings indicated that the dimensions of work-family conflict (strain-based conflict, time-based conflict and behaviour-based conflict) relate significantly with tardiness. It was concluded that when work-family conflict is properly managed, it leads to reduction and possibly bring tardiness to an end in private hospitals. It was recommended that the hours health workers spend on duty should be reduced as this will enable them balance work and family role and thus reduce their tardy behaviour.

Key Words: Behaviour-Based Conflict, Strain-Based Conflict, Time-Based Conflict, Tardiness.

1.0   Introduction

The constant need to enhance service delivery in the health sector has led to the development of strategies to guarantee that tardiness is kept to a bare minimum. This is because when health-care employees' tardiness persists, service delivery suffers and patients' lives are jeopardized. Absenteeism, tardiness, and working under the minimum wage are all linked to job satisfaction. Organizational tardiness is often caused by a variety of circumstances, including personal, organizational, and familial concerns. Regardless of the source of tardiness, the effects are often detrimental to the organization's success. The organization expects its employees to produce high levels of productivity, develop strong relationships, maintain a seamless flow of work, and collaborate to accomplish the firm's goals. Employees have a responsibility to do their jobs successfully, and their primary concern is the company's and their families' future well-being. If workers are consistently missing, tardy, or undertime, such concern will be questioned. Work-family conflict is another significant contributor to employee tardiness.

Work-family conflict is a kind of inter-role conflict in which one role interferes with the performance of another (Greenhaus & Beutell, 1985). Based on the development of withdrawal model, research has shown that relatively mild forms of withdrawal behavior (e.g., tardiness) have a propensity to rise over time into more severe versions (e.g., turnover) (Koslowsky, Sagie, Krausz, & Singer, 1997). Family and work, which are two of the most significant aspects of most people' life, often collide. The degree to which the obligations of one duty make it impossible to fulfill the obligations of the other position is referred to as work-family conflict (Greenhaus & Beutell, 1985). In other words, when an individual's situational stresses within a domain rise (for example, in the family domain), conflict emerges when one domain starts to interfere with the other (for example, in the work domain) (Skitmore& Ahmad, 2003). Industrialization has greatly expanded obligations/duties by putting many fathers and mothers in a position where they must balance job and family responsibilities (Clark, 2000; Frone, 2000). This has a huge impact on both workers and the company (Greenhaus & Powell, 2006; Costa & Pedro, 2017). It might be difficult to reconcile these two diverse duties (job and family). There is a wealth of literature on how tardiness affects work-family conflict among health professionals in private hospitals in Rivers State, Nigeria, there is still a gap in the research on how tardiness affects work-family conflict among health professionals. As a result, this work is being done to act as a bridge to these omissions that have been discovered.

Statement of the Problems

Controlling tardiness is a difficulty for organizations all around the globe (lateness). Many workers have struggled with being late to work as a result of personal and environmental factors. Organizations must aim to regulate and decrease tardiness since it has both economic and psychological effects on productivity levels. When one employee comes late for work, it throws the whole organization's production schedule into disarray. This might have a significant impact on production and, as a result, the effectiveness of the company. If the company offers service, the employee's tardiness may have an impact on the quality and/or amount of service provided, particularly if one employee's output is the input of the other (Blau, 1994). DeLonzer (2005) estimated that employee tardiness costs US businesses more than $3 billion per year, that absenteeism costs about 15% of payroll costs (Navarro & Bass, 2006), and that the cost of hiring new workers as a result of turnover is between 50% and 200 percent of those workers' first year salaries (Fitz-enz, 1997). One of the most common causes

of employee tardiness has been shown to be work-family conflict. Work-family conflicts are especially important in the nursing profession (Burke &Greenglass, 2001), since they are strong predictors of nursing staff turnover, which is still little understood (Hayes, O'Brien-Pallas, Duffield, Shamian, & Buchan, 2006). Their personal life may have a detrimental impact on their professional success. Extensive care-giving obligations and a high level of participation in family activities, for example, might restrict an individual's professional options and goals, severely impacting their work engagement and job satisfaction. In the same way that rigid and long work hours, as well as workplace stress, may cause stress in the family, disengagement from family obligations may have a negative impact on an individual's overall quality of life (Ohlott, Graves, & Ruderman, 2004; Ahmad) (2008) Given the negative consequences of tardiness, attempts have been undertaken to permanently address these issues in order to prevent the expenses associated with them, however there seems to be no permanent remedies. This research looked at work-family conflict and tardiness among health professionals at private hospitals in Rivers State, Nigeria.

Objectives of the Study

The objectives of the study are to examine the relationship between.
   i.   Strain-base conflict and tardiness among health workers in private hospitals in Rivers State, Nigeria
   ii.   Time-base conflict and tardiness among health workers in private hospitals in Rivers State, Nigeria
   iii. Behaviour-base conflict and tardiness among health workers in private hospitals in Rivers State, Nigeria

Research Questions

The following research questions are proffered as a guide in the study.
What is the relationship between:

   i.   Strain-base conflict and tardiness among health workers in private hospitals in Rivers State, Nigeria
   ii.   Time-base conflict and tardiness among health workers in private hospitals in Rivers State, Nigeria
   iii. Behaviour-base conflict and tardiness among health workers in private hospitals in Rivers State, Nigeria

Research Hypotheses

The following null hypotheses serve as tentative answer to the research question.

There is no significant relationship between:

H_{01}: Strain-base conflict and tardiness among health workers in private hospitals in Rivers State, Nigeria

H_{02}: Time-base conflict and tardiness among health workers in private hospitals in Rivers State, Nigeria

H_{03}: Behaviour-base conflict and tardiness among health workers in private hospitals in Rivers State, Nigeria

2.0   Review of Related literature.

The theory of family systems is the basis of study. The topic of family systems explores how complicated family interactions impact behaviour (Day, 1995). The basic notion of this

theory is that the study of family interactions reveals more about family members than that of individual family members (Day, 1995). One criticism of work-family literature is that it concentrates too much attention on the individual instead of the wider social environment of the marriage or family (Edwards & Rothbard, 2000; Westman & Piotrkowski, 1999; Zedeck, 1992). The application of the theory of family systems may help overcome this limit.

Context is one of the main elements of the idea of family systems; behaviour can only be understood within the many systems. In family system therapy, for instance, the behavioral problems of children are analyzed not alone from the rest of the family, but rather via patterns of interaction between family members. Further, it is mentioned that the behaviour of one family member is not completely understood without taking into consideration the behaviour of other members of the family and that our family obligations affect these relationships (Day, 1995). It was proposed that researchers working in the family consider the bigger family system by using the couple as the analytical unit to minimum (Hammer, Allen, & Grigsby, 1997; Zedeck & Mosier; 1990). A family system method involves the addition of a broader contextual basis (i.e. family, couple) to understand the dynamic relationship between attitudes and behaviours, offering researchers a solid foundation. Due to an interactive and mutual influence on another family member of stress, strain and psychopathology, family systems researchers have recognized the difficulty of assessing the family system (Hayden, Schiller, Dickstein, Seifer, Sameroff, Miller, Keitner, & Rasmussen, 1998). Examining the dynamic connection between attitudes and actions of both double-workers and adopting a family system approach to study work-related difficulties will help us better understand these two incredibly crucial areas of our lives.
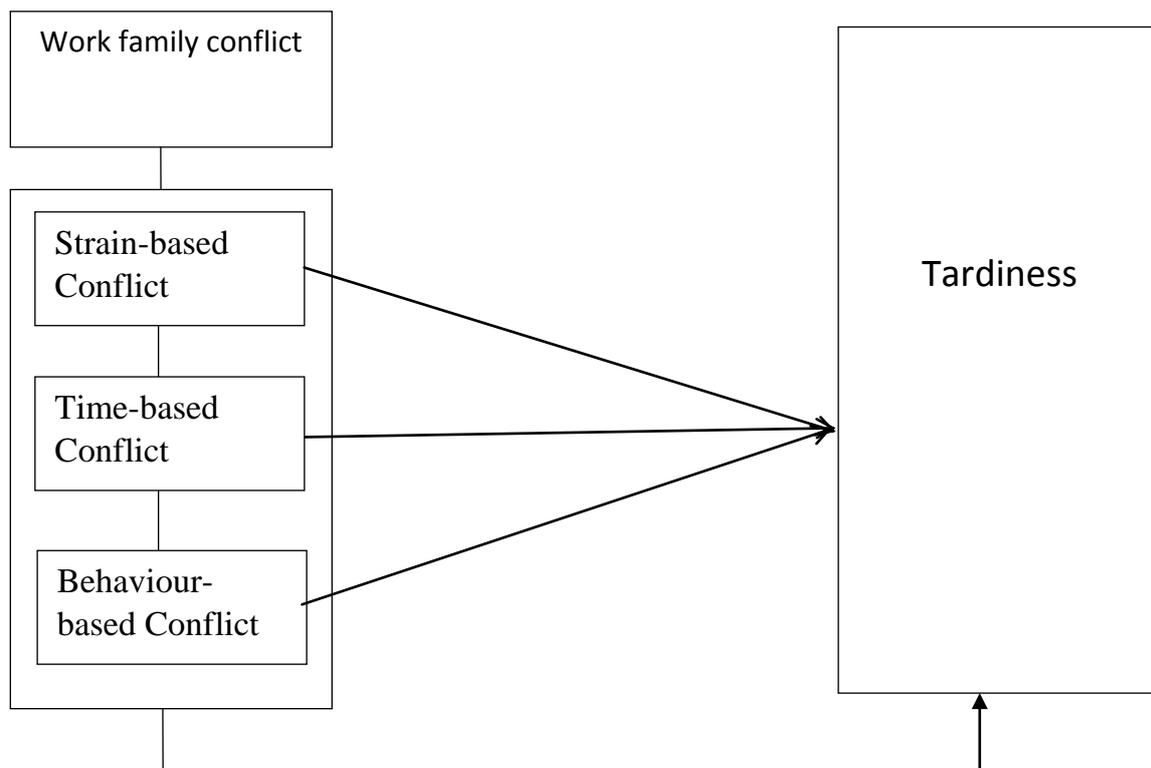
Operational Model

Figure 1: A Conceptual Model Showing the Link between family-work and tardiness.
Source: Adapted from Smith, Micich and McWilliams (2016).

Concept of Work-Family Conflict

The word "conflict" has many different meanings but is usually described as an active discord amongst or between persons who have different personal opinions or values (Ajiboye, 2008; Ryan & Kossek, 2008; He & Fang, 2016; Jayamohan et al., 2017). The two are intricately intertwined when it comes to managing family and career life. It is not explicitly possible to overestimate the significance of family in an employee's life and also to make the job of the employee a source of income to support the family. Both job and family life are quite demanding and make it very difficult for the individual to do both responsibilities properly (Frone, 2000). The Work-Family Role Conflict emerges because of a controversial effort to balance the demands of both family and work within a short period of time. The word "conflict" refers to the existence of a major conflict between home and work, which has to be resolved to the long term advantage both of the company and its staff (Clark, 2000; Judge & Lilies, 2004; LaCosse et al., 2016).

Greenhaus (1980) thus classified conflict between work and families as a conflict of associated roles, in which restrictions on family and work roles are not mutually beneficial to certain levels. According to Kopelman and Greenhaus (1981), the term interdependence of role conflict simply refers to the extent to which an employee is exposed to continuing pressures in two individual jobs. Conflict between the work-family might thus be characterized as strain-based, behavioral or time-based, as many previous experts have said (Baltes & Heydens-Gahir, 2003; Friedland & Cole, 2017). Conflicts between family and work, according to Greenhaus and Beutell (1985), are a situation where, for example, successful fulfillment of professional life tasks restricts the ability to succeed equally in home life. Interferences can be categorized from a multidimensional point of view based on conflict direction (work interference with family – WIF and family interference with the work – FIW), and the dimension of those interferences (time-based interventions, stress-based interference and behavior-based interferences) (Greenhaus & Beutell, 1985). Work-family conflicts are the outcome of discrepancies in the roles individuals are required to perform. All social structures (e.g., a company or family) have obligations, which define the responsibility of each member and aim to preserve the correct functioning of the structure. As a consequence, a role is described as a normative behavioral model which is to be followed by each individual in a certain social organization. When domestic commitments conflict with those on the job (e.g. when couples live apart or spouses have two separate jobs), conflict is unusual (Flippo, 2005; Greenhaus & Powell, 2006).

Changes in the labor market and in the family show the deficiencies in the management of human resources policies, programs and practices to address socio-demographic problems now confronting healthcare management. This results in the development of effective approaches for recruiting and retaining nursing staff being one of the most challenging issues in the management of health care. Many countries have been investigating the topic over the last decade using evidence-based management to examine the links between cause and effect that relate employee turnover to characteristics such as job satisfaction or the quality and appropriateness of treatment delivered (Melnyk, Fineout- Overholt, Stillwell & Williamson, 2010). Several models were produced for defining the causes of this stress in the literature and work-family conflicts are among the top 10 stress kinds that adversely affect the performance of human health and organizations (Kelloway, Gottlieb & Barham, 1999).

Strain-Based Conflict

Conflict on strains is described as condition when the involvement of a person in one field (or function) generates psychological or physical stress and obstructs role performance in another area (Edwards & Rothbard, 2000). The findings say that employees also dedicate considerable time to role domains to overcome unfavorable experiences (Edwards & Rothbard, 2003). This results in a considerable engagement in one area by a negative physical or psychological strain, lowering time available for role performance in another domain, thereby satisfying one domain while producing conflict in another (Charkhabi, Sartori & Ceschi, 2016). Furthermore, Charkhabi et al. (2016) highlighted that conflict in role performance is likely to occur when the personal resources of an individual are exhausted as a result of mental, physical, and psychological strain. As a consequence, overload roles might occur when a person's total energy and time demand is too large to perform responsibilities successfully (Barnett & Hyde, 2001). People at work who consider their job is too much for them to handle might face disagreeable sentiments, tensions and weariness (Ahmad, 2008). Thus, individuals with a high level of physical/psychological involvement in one role domain (i.e. work) may be more concerned about this role (i.e. work) and therefore devote an excessive amount of energy to this role (work) at the expense of other role domains (i.e. family), which leads to strain-based conflict. This leads to strains of conflict when the energy and efforts committed by a person to fulfill a task drain the energy needed to carry out other tasks (Rhnima & Pousa, 2017).

Time-Based Conflict

Time-based conflict happens when an individual (employee) takes too much time to one position, preventing that individual from playing a different job. For example, a parent and teacher meeting can collide with an important business meeting (i.e., waiting for an employee to work late with little or no warning may make it difficult for an employee to fulfill family responsibilities such as getting a child out of day care) (Ahmad, 2008). In addition, the concept of time-based conflict is derived from the scarcity paradigm, meaning that human energy and time are scarce resources (Buck, Lee, MacDermid & Smith, 2000). According to Rhnima and Pousa (2017), time-based conflict occurs when a person must split their time between multiple tasks. This relates to the requirements of job tasks vs. family life commitments. Moreover, Boyar et al (2016) states that people may handle time-based conflict by stopping work to address family problems either over the telephone or by quitting early on. Therefore, work and family duties compete for a limited time, leading to conflict if these tasks are not carried out due to time restrictions (Magnini, 2009). On the other side, time-based conflicts generally center on the time spent by people, including extra-time, commuting and shift work. It also covers the time spent with family and family members, which undermines the time spent at work (Aboobakar, 2017).

Behaviour-Based Conflict

Conflict based on behaviour emerges when a kind of behaviour needed in one capacity becomes conflicting with expectations indicated in another position (Rhnima & Pousa, 2017). According to Edwards and Rothbard (2000), the conflict in conduct is produced not by a depletion of the resources required for completing the tasks inherent in the other role fields but by an inconsistency in the nature of intended action in each role field. This suggests that conduct conflict does not necessarily include competing requirements of several roles, but rather some kind of behavioral interference in the performance of different activities. As a consequence, job-related reasons of behaviour-based conflict might be seen to interfere with or contradict the necessity of work behaviour in the family sector (Dierdorff & Ellington,

2008). The existence of contradictory expectations and norms is also the basis of behavioral conflict. As a consequence, the expected attitudes, beliefs, standards and conduct in one workplace may not be consistent with those in another (Charkhabi, Sartori & Ceschi, 2016). This implies that traits and behaviors rewarded at work, such aggression and consumerism, might meet the expectations and demands of family members.

The difficulties of people in understanding these opposing claims may thus lead to behavioral problems (Greenhaus & Beutell, 1985; Charkhabi, Sartori & Ceschi, 2016). In addition, Edwards and Rothbard (2000) pointed out that behavior-based conflicts develop when some behavior patterns become incompatible with the behavior demands of another position. Where an aggressive and confrontational attitude to issue solving is good at business, in the family a compassionate, caring, collaborative approach is appreciated (Charkhabi, Sartori & Ceschi, 2016).

Tardiness

Arriving at work may be considered lateness after the specified time (Shafritz, 1980). Lateness, absenteeism and labor turnover are examples, according to Mobley, of withdrawing behaviour (1987). Lateness is a lower kind of retirement than later behaviour. Another characteristic of laterity is that, unlike an employer's firing or sick absences, it is something that the employee can control. Most cases of lateness can be prevented (Sagie, 1998). Employee delay happens whenever an employee comes later than anticipated or reports to work.

To get to work late or to leave early, Fodchuk (2011) defines tardiness. Late work might have a negative effect on the firm. Tardiness happens when people do not appear on time. Tardiness is associated with a decreased organizational efficiency that has a negative effect on production. If the management does not regulate the late employee, other workers might try to imitate him or her by coming late to work. Recent study by Gervasini (2013) shows that tardiness has a harmful effect on the success of any company.

There are a variety of preventable causes for tardiness, one of them linked to the personality of the employees. Delonzor (2002) found three traits indicative of those who frequently late in their investigation. Deadliners are, according to their categorisation, one of the most common sorts. According to Ralston (1989), low morality is a cause of late behaviour. H feels that employee morality is a significant issue when it comes to grounds of lateness. No pay or abuse of employment by management will help employees with a range of reasons for not appearing in time for work (Ralston, 1989). Tardiness may have a negative impact on the production or efficiency of an organization (Blau 1994). Late employees may have an adverse effect on the productivity of a firm. It might negatively influence the performance of the late employee and the productivity of the entire unit (Blau, 1994).

Dwyer and Ganster say that employees are less satisfied when they feel that they have little or no impact on their work and working environment (1991). In turn, this leads to increased tardiness. Adler and Golan (1981) examined the relationship between tardiness and work satisfaction, and showed that high tedium levels might predict the future duration and frequency of tardiness. If an employee is strongly persuaded and accepts the ideals and goals of a business, he or she has a high level of corporate commitment. The employee would then make a great deal of effort on behalf of the firm to remain with the firm (Porter, Steers, Moday, & Boulin, 1974). Research by Dishon-Berkovitz and Kolowsky (2002) shows that punctual employees had substantially more organizational involvement than late employees.

Empirical Review

Ugoani (2015) explores the conflict between work-family role conflicts and dyad absenteeism. The investigation was conducted using a quantitative methodology. The survey questionnaire Likert Scale collected data from 300 people from six different professions on topics such as work requirements, family expectations, social demands and work knowledge. To monitor the connection between work and home conflict and absenteeism, the Chi-square statistical technique was applied. The study has identified a substantially positive connection between work-family conflict and absenteeism with a Chi-square of 20.47 vs the table of 9.48, a significant threshold of 0.05 and four degrees of freedom.

Malik Ladhani and Bhamani (2013) studied the chronic tardiness of kids in Karachi urban middle school. The main objective of the research was to increase timeliness by rewarding and encouraging distinguished high school pupils to observe each decline afterwards. The emphasis was also on encouraging and influencing the behaviour of parents and teachers towards late-school students. After design activities had been carried out, eight students were selected to interfere in particular approaches. The intervention was then arranged for six weeks for chosen kids, offering rewards as soon as feasible. Following the procedure, a follow-up test was conducted using similar metrics. The data included two observational periods: pre-operational and post-intervention observations by evaluating the attendance record. According to the results, late students in the post-intervention course have changed their behaviour. These results emphasize the importance of the connection between institutional incentive methods and student behaviour.

The effects of family conflict and family labor disputes on retirement behaviors (family disorder, later work and absenteeism) were explored by Hammer, Bauer and Grandey among the members of the 359 dual-worker couples (2003). Regression analyzes used the system theory paradigm to show substantial individual and crossover impacts on withdrawal behaviour for both types of family work conflict.

Two aspects of working life (work interference in family conflicts, family interaction with labor conflicts) and their impacts on the intention of turnover have been studied in the experiment (2018). The sample consisted of 100 sewing machine operators operating in the Koggala export processing zone for textile manufacturing businesses. The survey scales selected from Netemeyer, Boles and McMurrian (1996); Mobley et al. (1998) collected the bulk of the data (1978). Descriptive analysis, correlation analysis and regression analysis were the methodologies used for data analysis. The data show that the conflict between labor and business purposes was incredibly helpful. In addition, two features of disagreements on the workplace explained a significant part of the difference in the intent of turnover. In addition, family participation in the workplace has a substantial effect on the desire to quit.

Barling (1996) discovered a clear link between work and elderly conflict and partial absence, evaluating a concept of conflict between labor and elderly people (i.e., lateness, leaving work early, time on telephone). Similarly, Hepburn and Barling noticed that when the inter-roll conflict between employment and elder care increased, there was a greater connection between working hours and partial absence (e.g. late to work and early departures).

3.0   Methodology

The cross-sectional survey was utilized and the accessible population was four hundred and fifty-two (452) medical doctors, nurses and laboratory scientist from 50 private hospitals in Rivers state, Nigeria. Krejcie and Morgan (1970) table was utilized to arrive at a sample size of 210. Thus, 210 copies of questionnaires were distributed to employees in the 50 selected

private hospitals. The simple random sampling technique was employed. The independent variable (work-family conflict) was measured in terms of strain-based conflict, time-based conflict and behaviour-based conflict. Also, the dependent variable (tardiness) was measured in using a set of 5 items. Items were rated on a 4-point Likert scale ranging from 1-strongly disagreed, 2-disagree, 3-agree, and 4-strongly agreed. The Pearson product moment correlation was used in analyzing the bivariate hypotheses through the help of Statistical Package for Social Sciences (SPSS) version 25.0.

4.0   Result

A total of 210 questionnaires were distributed to respondents, however, only 199 (94.8%) copies were returned and only 192copies were well completed and used for the study. The hypotheses test was undertaken at a 95% confidence interval, implying a 0.05 level of significance. The decision rule is set at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis

Table 1: Strain-Based Conflict and Tardiness

Correlations

		Strain-Based Conflict	Tardiness
Strain-Based Conflict	Pearson Correlation	1	.516
	Sig. (2-tailed)		.000
	N	192	192
Tardiness	Pearson Correlation	.516	1
	Sig. (2-tailed)	.000	
	N	192	192

The conclusion of the study in Table1 demonstrates that there is a significant $p<0.05$ ($0.000<0.05$), and rho=0.516 level between conflict and tardiness. This suggests that the two variables have a considerable link. In this respect, the research therefore rejects the null hypothesis and agrees that a strong association exists between stress based conflict and tardiness.

Table 2: Time-Based Conflict and Tardiness

Correlations

		Time-Based Conflict	Tardiness
Time-Based Conflict	Pearson Correlation	1	.699
	Sig. (2-tailed)		.000
	N	192	192
Tardiness	Pearson Correlation	.699	1
	Sig. (2-tailed)	.000	
	N	192	192

Table 2 analysis demonstrates that the $p<0.05$ ($0.000 < 0.05$) threshold is significant, rho = 0.699 between time-based conflict and tardiness. This suggests that the two variables have a considerable link. The null hypothesis is rejected and the alternative hypothesis is accepted that the association between time-based conflict and tardiness is substantial.

Table 3: Behaviour-Based Conflict and Tardiness

Correlations

		Behaviour-Based Conflict	Tardiness
Behaviour-Based Conflict	Pearson Correlation	1	.614
	Sig. (2-tailed)		.000
	N	192	192
Turnover Tardiness	Pearson Correlation	.614	1
	Sig. (2-tailed)	.000	
	N	192	192

From Table 3 above it is disclosed that there is a significant p<0.05 (0.000<0.05), rho = 0.516 between behavioral conflict and tardiness. This suggests that the two variables have a considerable link. The research therefore rejects the null hypothesis and accepts the alternative hypothesis that there is a significant association between behavioral conflict and tardiness.

5.0   Discussion of Findings

The following was revealed from the study.

Strain-Based Conflict and Tardiness

Table 1 showed a substantial connection between strain-based conflict and tardiness. The connection is because the p-value was lower than the meaning threshold (p=0.000 < 0.05). The null assumption was rejected, and the alternate assumptions accepted. Conflict between stress based leads therefore to withdrawal behaviour, which emerges in the form of tardiness. This result is in accord with the research by Barnett and Hyde (2001), who argue that when the energy and time demand of a person is too high to fulfill their tasks properly, roles are overloaded. This means that people who take on their jobs and think that their task is greater than they can manage suffer unpleasant feelings, stresses and weariness, which means that they are delayed (Ahmad, 2008).

Time-Based Conflict and Tardiness

The two results show a considerable link between time-based conflict and tardiness. The p-value was below than the meaning threshold (p=0.000 < 0.05). The null hypothesis was refused and the alternate hypothesis was approved. Therefore, it prevents employees from dividing time between several jobs when specifying duties, hence lowering stress and also decreasing tardiness. This conclusion is consistent with that of Charkabi (2016), which said that conflicting time requirements are one of the most prevalent problems for combining work and family obligations. Time-based conflict arises in cases when a person cannot fulfill a function field due to time constraint from another job domain (e.g. family).

Behaviour-Base Conflict and Tardiness

From table three, there is a connection between behavioral conflict and tardiness. The p-value was below than the meaning threshold (p=0.000 < 0.05). The null hypothesis was refused and the alternate hypothesis was approved. Therefore, if your behavior and character do not fit the working situation, conflicts and delays in the job may ensue. The findings are reinforced by the research of Charkhabi, Sartori and Ceschi (2016), who argue that behavioral conflict is the result of opposing expectations and standards. Therefore, in one job domain, the attitudes, values, norms and behaviors anticipated in another job domain may conflict with the same.

This suggests that the qualities or behaviors, like violence and materialism, that might be deemed useful in the job, conflict with family members' expectations and the necessities which may promote employee tardiness.

6.0   Conclusion and Recommendations

The two are intricately intertwined when it comes to managing family and career life. Work and family life are both quite demanding and impose tremendous strain on the limited time spent by the individual to do both responsibilities efficiently. Many employees have suffered because of personal and environmental circumstances to be late to work. Overload of responsibilities may emerge when a person's total energy and time need is too high to complete their jobs adequately. Persons working in circumstances where they feel they have too much to do may experience negative sentiments, stress and tiredness. The duties of work and family compete for a limited amount of time, which leads to conflict if these duties are not fulfilled by time restrictions. In short, when conflict between the family and the job is addressed in an effective manner in terms of stress-based conflict, time-based conflict and tardiness-based conflict, delay is minimized and perhaps eliminated in private hospitals. In view of the results obtained, the following proposals are offered.

1. The amount of hours spent on duty by healthcare personnel should be reduced, as this would enable them to balance behaviour and housework, thereby minimizing tardiness.
2. In order to help health care professionals to balance incompatibility between their professional and family roles, private hospital owners should provide suitable work leave to help them reduce the occurrence of delays in work.
3. Private hospital owners should ensure that their staff have a flexible working environment, allowing them to maintain a balance in the work-family and so reduce late work.
4. The activities of healthcare professionals should be arranged such that they are not overworked so that unnecessary delays in private hospitals are reduced.

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