WORK-FAMILY-CONFLICT AND FAMILY-WORK-CONFLICT AS CORRELATES OF JOB PERFORMANCE AMONG WORKING MOTHERS: IMPLICATIONS FOR INDUSTRIAL SOCIAL WORKERS

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ABSTRACT

There has been an increased concern over the inter-role conflict that employees are experiencing as they try to balance the demands of work and family roles since these conflicts could result in negative consequences like poor job performance. Therefore, this study looks at the correlation between work-family-conflict, family-work-conflict and job performance of working mothers. The descriptive survey research design was used for the study. The population of the study comprised all working mothers in public hospital (nurses) and Local Government (clerical staff) in Ekiti State of Nigeria. Purposive and random sampling techniques were used to select three hundred respondents. The major instrument used for this study was a questionnaire tagged "Work-Family Conflict, Family-Work Conflict and Job Performance Questionnaire - WFCFWCAJPQ" adopted from Netemeyer et al. (1996) with 0.85 reliability coefficient. Data collected was analysed with mean, standard deviation and Pearson Product Moment Correlation. Findings showed that work-family-conflict was more predominant with working mother than the family-work-conflict. There was positive significant relationship between work-family-conflict; family-work-conflict and job performance of working mothers It was then recommended that Industrial Social Workers should educate working mothers on how to balance their work and family responsibilities in order to have sense of belongingness in both domains and perform efficiently and effectively in the workplace.

KEY TERMS: *work-family-conflict, family-work-conflict, job performance, working mothers, Nigeria*

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INTRODUCTION AND BACKGROUND

The promotion of female educational as well as the economy pressure makes a large number of women to enter the labour market and make the global labour market structure to change. The increase in dual-career household syndrome makes employees to increasingly occupy both work and family roles simultaneously thereby making employees have to deal with job-related demands that place limits on the performance of family role or family-related demands that place limits on the performance of job role.

Most jobs in organizations involve both sexes. These increasing gender neutral employment structures has made married or working mothers to be active labour force in Nigerian industrial setting. Since people are the vital assets of every organization, two important focal points of adult life, family and work, become germane for organisational studies. The role expectations of these two domains (work and family) are not always compatible, creating conflicts between work and family life (Greenhaus & Beutell, 1985; Voydanoff, 1988; Gutek et al, 1991; Frone, Rusell, & Cooper, 1992). These conflicts are related to outcomes such as job dissatisfaction, job boredom, and low turnover rates, as well as outcomes related to psychological distress (e.g., depression), and marital dissatisfaction with resultant negative impact on job performance in the workplace.

The above nature of conflicts that employees often try to strike role balance is tagged in organizational studies as work-family conflict (WFC) and family-work conflict (FWC). WFC occurs when demands from one role (usually at home) affects one's ability to meet the demands associated with another role in another domain (usually at workplace). But the reverse will be the case for FWC when issues at work clash with family responsibility (Greenhaus & Beutell, 1985). For instance, within the homestead, activities such as care of the elderly parents, infant children, or family members with special needs, domestic relations issues with spouses or domestic partners, maintenance of social relationships or even routine household maintenance activities frequently impinge with married women's attention and performance while on the job (Leaptrott & Mcdonald, 2011).These conflicts, if unaddressed will greatly undermine the level of job performance in the workplace and the level of family happiness for the concerned employees. Meaning, there is loss at both sides (the workplace and the family).

Work-family conflicts are on the rise in today's world and are not restricted to one organization. As a matter of fact, there are contradictory role expectations that a typical working mother or career woman experienced, while she is at work and at home. On the professional front she is expected to be committed, dynamic, competitive, straight forward and non-sentimental, act in a "business like" manner, and at home, she is expected to be sweet, soft, sensitive, adaptable, gentle and unassertive, and domesticated (Misra, 1998). Therefore, women that assume multiple roles result in work-family conflict because time and energy are shared across the two spheres of activity. Coping up with the situation requires not only additional physical strength, personal ability and intelligence on the part of working women but also requires the members of her 'role set' (i.e. husband and the employer) to simultaneously make necessary modifications in their expectations (Allen, et al., 2000).

Work and family are not always compatible; hence conflict occurs between the two domains (Houston & Waumsley, 2003; Somech & Drach-Zahavy, 2007; Bakker, Demerouti, & Dollard, 2008). When conflict between the two life domains occurs the consequences are reflected in both organization and domestic life role conflict. For the employers such role conflict means disillusionment, dissatisfaction and strained relations with women employees, their lower standard of work performance and disregard of organizational goals (Allen et al., 2000). Since society is not separate from organizations, the negative impact of role conflict will have its effects on the society in general in the form of lower standards of performance, lower quality of goods and services and a growing feeling of interpersonal conflict being the obvious results. There is therefore, a growing recognition by policymakers of the importance of supporting women in juggling work and family life (Evandrou et al, 2002).

In Nigeria, the female labour participation in paid jobs rose drastically in the few past years largely as a result of the educational improvement (Ajiboye, 2008) suggesting that family structure is moving from traditional single-income family to a double-income family. The new family structure calls for multiple roles to be played within the family-work context resulting in role-conflicts caused by limited time among husband and wife. Ajala (2016) observed that dual-family employees experience work-family conflict and low life-work balance leading to lower job satisfaction, poor job performance and low quality of life. It is noted that time committed to work contributes to conflict between employees' work and family roles. Employees in

professional positions experience greatest intensity of work-to-family conflict while those working in non-professional positions experience greatest intensity of family-to-work conflict (Aminah, 2008).Cultural dictate in Nigeria, especially in the southern part of the country, demand that women should pay greater premium on their family roles more than anything else including the workplace roles. Some husbands have forced their wives to resign from paid employments in order for the wives to take care of the homes. The implication is that any slight family-work conflict may/will be resolved in favour of the family rather than the workplace and indication for possible poor performance of married women.

In earlier researches, work-family conflict construct was initially conceptualized as bidirectional, but recent researches showed that the conceptualization that work-family conflict and family-work conflict were separate construct (Ford, Heinen, & Langkamer, 2007). Work-family-conflict (WFC) addresses the impact of work on the family, while family-work conflict (FWC) addresses the impact of the family on the work activities of the family members (Fu & Shaffer, 2001).

REVIEW OF RELEVANT STUDIES

Most often, technological advances along with work environment and work demands such as job burnout, job tension, role conflict, and role ambiguity are contributors of WFC (Netemeyer et al., 1996).Goff, Mount, and Jamison (1990) found that work–family conflict was related to higher levels of absenteeism. Work–family conflict appears to be negatively associated with turnover intentions and physical symptoms likely to affect the organizational effectiveness (Netemeyeret al., 1996).Research work indicate that work-family conflict triggers psychological distress, job satisfaction, organisational commitment, rate of turnover (Aryee, Luk, & Stone, 1998; Boles, Howard, & Donofrio, 2001; Kinnunen, Geurts, & Mauno, 2004; Akintayo, 2010). Work-family conflict has been shown to be related to negative work outcomes such as job dissatisfaction, job burnout, and turnover (Greenhaus, Parasuraman, & Collins 2001; Howard, Donofrio, & Boles 2004), as well as to outcomes related to psychological distress, and life and marital dissatisfaction (Kinnunen & Mauno, 1998; Aryeeet al., 1998).

Furthermore, work-life conflict impact on organisational outcomes as a result of employees experiencing decreased employee job satisfaction, increased staff turnover and absenteeism, lower performance and increased job stress levels, and intention to leave the organisation (Rose, Hunt, & Ayers, 2007). Not only does work-family conflict affect organisations, it can also affect individuals through a loss of pay and medical expenses. Adam, King, and King (1996) found that higher levels of work-family conflict predicted lower levels of familial support, and higher levels of familial support predicted lower levels of work-family-conflict.

Common contributors to FWC are marital tension, limited spousal help, and lack of childcare (Fox & Dwyer, 1999). FWC can be costly to an organization. For example, when individuals believe that their work roles interfere with their family roles, they are less willing to be loyal (Olsen, 2004). This can cause increased absenteeism and loss of focus due to preoccupations with family matters which may result in increased errors, injuries and/or costly mistakes.

Employees' job performance has been seen as a product of many variables like job dissatisfaction, poor wages (Ajala, 2007), job security, job satisfaction, job commitment (Ajala, 2009; 2012). However, job performance as one of the direct consequences of work-family conflict has been examined by researchers like Frone, Russell, and Cooper, (1997), Karatepe and Sokmen, (2006) and Netemeyer, Maxham, and Pullig, (2005).They found that there is significant negative relationship between job performance and work-family conflict/family-work conflict. Frone et al. (1997) established that there is significant relationship between work-family conflicts and job performance using a self-rated measure of job performance. Netemeyer et al. (2005) also found direct and indirect effects between work-family conflict and employee performance rated by supervisor. Karatepe and Sokmen (2006) found a significant negative relationship between both work-family conflict and family-work conflict with job performance. Kossek and Ozeki (1998) found that there is negative relationship between the level of work-family conflict and job performance. Similarly, other researchers found that work-family conflict is significantly and negatively related to job satisfaction with resultant effect of low job performance (Parasuraman et al., 1989; Rice, Frone, & McFarlin, 1992; Allen, et al., 2000).

Several aspects of family structure are associated with work-family conflict including dependent care responsibilities, especially care for the elderly, children with disabilities or adults and life cycle stage. Duxbury and Higgins (2003) found that employees with dependent care responsibilities report higher levels of work-to-

family conflict. The presence of children in the household has also been positively related to work-family conflict (Carnicer, Sanchez, Perez, &Jimenez, 2004).Employees with youngest child aged less than three years experienced more work-to-family conflict than those with youngest child aged three and above (Aminah,2008). Lu et al. (2009) found that working mothers with younger children would experience more work-to-family conflict than those with older children.

In Nigeria studies have examined the effects of work-family conflicts on job performance of the employees especially among managers of work organisations. In most of these studies, it was found that a significant relationship exist among work-family role conflict and managerial efficiency of the managers (Akinboye, 2003; Akinjide, 2006; Collins and George, 2004; Popoola, 2008). Poele (2003) in his study found that inclusion of work-family conflict alongside of other variables such as leadership styles; self-efficacy, personality, job satisfaction and motivation jointly affect the efficiency of managing organizational resources by managers in work organizations. Most of these researches have concentrated at the managers' level without serious consideration for the middle and junior levels that constitute the major personnel that work at the organisations and are likely to determine the level of output. It is against this background that this study looks at the relationship between work-family conflict, family-work conflict and job performance of middle and junior levels manpower of selected work organisations. It was also decided to focus on women given the evidence that women's hours on work drop significantly more than those of men when family issues, especially having children, are involved (TUC, 2008). Two hypotheses are stated and tested in this study. They are:

1. There is no significant correlation between work-family-conflict and job performance of working mothers.
2. There is no significant correlation between family-work-conflict and job performance of working mothers.

METHODOLOGY

The research design

The research design used for this study is descriptive survey research design of the ex-post facto type. This method is suitable because data are collected from respondents without manipulating any of the independent ant dependent variables.

Population of the study

The population of this study is made up of all working mothers in public hospitals and clerical staff in the Local Government Service of Ekiti State, Nigeria.

Sample and the sampling techniques

Purposive and random sampling techniques were used for the study. Purposive sampling inclusive criterion is that the respondent must be a working mother. Professions that are predominantly populated by women were purposefully selected, namely: Nursing and Clerical Staff. The state was clustered into the three political senatorial districts (central, north and south). From the senatorial districts, three Public Hospitals were chosen, namely: Specialist Teaching Hospital, Ado Ekiti (central); General Hospital, Ifaki (North) and General Hospital Ikere (South). Random sampling was used to select a Local Government from these senatorial districts. Those selected are Efon Alaaye (central), Ikole (north) and Emure (south). From each selected hospitals, twenty five nurses were randomly selected, while from the selected local government, twenty five clerical female staff were selected. Total respondents selected give a total of three hundred.

Research instruments

The major instrument used for this study is a questionnaire tagged "Work-Family Conflict, Family-Work Conflict and Job Performance Questionnaire–WFCFWC & JPQ" with four sub-sections. Section A of the questionnaire elicits demographic information such as age, sex, marital status, household size and education

status from respondents. Sections B and C measure "Work-family Conflict" and "Family-Work Conflict" respectively. Work-family conflict and Family-work conflict scales were adopted from Netemeyer, Boles and McMurrrian, (1996) "Development and validation of work–family conflict and family-work conflict scales". These two five-item scales have demonstrated Cronbach alphas that ranged from 0.82 to 0.90. The scale in the present study was pilot tested using 45 respondents that are not part of the research population and yielded 0.86 and 0.89 for WFC and FWC respectively. Participants were asked to respond to a four point rating scale ranging from Strongly Agreed (4), Agreed (3), Disagree (2) and Strongly Disagreed (1). The scale seeks the respondents degree of agreement with statement such as "the demands of work interfere with my home and family" illustrating WFC, and "the demands of my family interfere with work-related activity" illustrating FWC. Section D measure job performance. This consists of fifteen items isolated from Koopmans, Bernaards, Hildebrandt, Schaufeli, De Vet, & Van der Beek, (2013) "Conceptual frameworks of individual work performance - a systematic review" scale. The items measure three-dimensions of task performance, contextual performance and adaptive performance. Participants were asked to respond to a four point rating scale ranging from Strongly Agreed (4), Agreed (3), Disagree (2) and Strongly Disagreed (1) to statements like "I work towards the end result of my work" for task performance, "I was able to fulfill my responsibilities" for contextual performance and "I worked at keeping my job skills up-to-date" for adaptive performance. The pilot tested scale yielded 0.85 alpha value.

Administration of instrument, data collection and data analysis

The consent of respondents was sort and got before serving them the questionnaire. The principle of confidentiality was followed in the process of data collection. Of the three hundred questionnaire administered, two hundred and forty seven were properly filled and returned for data analysis. Frequency counts and simple percentages were used to analyze demographic data, while mean and standard deviation were used for item analysis and Pearson Product Moment Correlation was used to test the hypotheses stated at 0.05 level of significance.

FINDINGS AND DISCUSSIONS

The demographic data show the characteristics of respondents as presented in Table 1.

From the data analysed, 14(5.5%) of respondents were aged under 19, 75(29.4%) are between 20-30 years of age, 92(36.1%) are between 31-40 years, and 74(29.0%) are above 40 years. The implication is that all respondents are mature and their perception of conflict both at work and home domain are based on personal experience. Furthermore, 209 (82.0%) are married, 24(9.4%) are divorcees while 22(8.6%) are widows. The implication is that all respondents are married or have been married and belong to a family and are working. This makes them satisfy the inclusive criterion and can take part in the research. 8(3.1%) respondents had no child. This does not exclude them from been referred to as mother in the cultural context of the research setting, once they are married. 219(85.9%) had 1-3 children, 28(11.0%) had children between 4 and 6. This show that the aspect of household chores and care of children which can form an aspect of work-family conflict is been experienced by all the respondents. Finding showed that 21.1% of respondents have at least 5 year working experience, 51% have 6-10 year work experience, while 27.9 have over 10 year work experience.

Table 1: *Analysis of demographic variables*

Variables		No of Respondents	%
Age	<19 years	14	5.5
	20 -30 years	75	29.4
	31 -40 years	92	36.1
	>40 years	74	29.0
	Total	255	
Marital Status	Married	209	82.0
	Divorced	24	9.4
	Widowed	22	8.6
	Total	255	
Household Size	No child	8	3.1
	1-3 children	219	85.9
	4-6 children	28	11.0
	Total	255	
Work Experience	1 – 5 years	54	21.2
	6 – 10 years	129	50.6
	> 10 years	72	28.2
	Total	255	

Descriptive statistics of single items

Table 2: *Item analysis of work-family-conflict scale*

SN		Mean	SD	
1	The demands of my work interfere with my home and family	3.29	.59	1
2	The amount of times my jobs takes up makes it difficult to fulfill my family responsibilities	3.27	.61	2
3	Things I want to do at home do not get done because of the demands my job put on me	3.26	.59	4
4	My job produces strain that makes it difficult to fulfill my family duties	3.25	.66	5
5	Due to work-related duties, I have to make changes to my plan for family activities	3.27	.60	3
	GRAND MEAN	3.27		

From Table 2, items having a higher mean score referred to the perception of conflict in the work-to-family direction in the following descending order: The demand of my work interfere with my home and family life (mean=3.29, SD= 0.59); The amount of time my job takes up makes it difficult to fulfill family responsibilities (mean=3.27, SD=0.61); Due to work-related duties, I have to make changes to my plans for family activities (mean= 3.27; SD=0.60); Things I want to do at home do not get done because of the demands my job puts on me (mean=3.26, SD=0.59); My job produces strain that makes it difficult to fulfill family duties (mean= 3.25; SD=0.66).

Table 3: *Item analysis of family-work-conflict scale*

SN		Mean	SD	
13	The demands of my family or spouse / partner interference either work related activities	3.07	.72	5
14	Things I want to do at work don't get done because of the demands of family or spouse /partner	3.40	.65	1
15	My home interferes with my responsibilities at work such as, getting to work on time, accomplishing daily and work over time	3.19	.69	4
16	Family related strain interfere with my ability to perform job related duties	3.36	.63	2
17	I have to put off doing things at work because of because on time at home	3.36	.62	3
	GRAND MEAN	3.28		

From Table 3, items having a higher mean score referred to the perception of conflict in the work-to-family direction in the following descending order: Things I want to do at work do not get done because of the demands of my family or spouse/partner (mean= 3.40; SD=0.65); Family-related strain interferes with my ability to perform job-related duties (mean= 3.36; SD=0.63); I have to put off doing things at work because of demands on my time at home (mean= 3.36; SD=0.62); My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks and working (mean= 3.07; SD=0.71); The demand of my family or spouse/partner interfere with work-related activities (mean= 2.91; SD=0.71).

Analysis of hypotheses

Ho1: There is no significant relationship between work-family-conflict and job performance of working mothers.

Table 4: *Correlation showing the relationship between work-family-conflict and job performance among working mothers*

Variable	Mean	Std. Dev.	N	R	P	Remark
Work-Family-Conflict	22.0863	2.8313				
			255	0.495	.000	Sig.
Job Performance	25.2627	3.4249				

Table 4 revealed that there was significant relationship between work-family-conflict and job performance of working mothers (r = 0.495, n= 255, P < .05).The Null hypothesis is rejected. This means that work-family-conflict had a significant influence on job performance of working mothers.

Ho2: There is no significant relationship between family-work-conflict and job performance among working mothers

Table 5: *Correlation showing the relationship between family-work-conflict and job performance among working mothers*

Variable	Mean	Std. Dev.	N	R	P	Remark
Family-Work-Conflict	19.6471	2.3878				
			255	0.647	.000	Sig.
Job Performance	25.2627	3.4249				

Table 5 showed that there was a positive significant relationship between family-work-conflict and job performance of working mothers (r = 0.647, n= 255, P < .05). The null hypothesis is therefore rejected.

DISCUSSION

From Tables 2 and 3, the Grand Mean of work-family conflict (3.27) was slightly lower than that of family-work conflict (3.28) with a marginal difference of 0.01. This means that most respondents reported family conflict to be slightly important than work conflict in their reaction to issues in the two domains. They did allow family conflict to have impact on work performance marginally. This was a reflection of cultural background that plays premium on family than economic returns from work. This finding implied that family-work-conflict is slightly predominant with working mothers than the work-family-conflict. This finding negated the findings of Burke & Greenglass, 2001; Frone, Russell, & Cooper, 1997; Houston & Waumsley, 2003; Somech, & Drach-Zahavy, 2007 that more work-family conflict was experienced by employees than family-work conflict. Furthermore, this finding was not in line with Houston & Waumsley (2003) that 7 percent of employees had their family life causing conflict with the work, while 45 percent of employees experienced conflict caused by work interfering with their family or personal life. Furthermore, this finding did not corroborate the finding of Gutek, Searle, and Klepa (1991) that WFC scores higher than FWC in psychologists and senior executives. The non-collaboration of earlier researches by this finding is because the present research cultural milieu where family considerations are placed ahead of economic issues are different from the cultural milieu were economic considerations for the survival of the family takes precedence.

From Tables 4 and 5, it was seen that an attempt by working mothers to play one of the roles (family or work) with perfection greatly led to inadvertent sacrifice of the other (work or family). Therefore, working mothers assuming multiple roles experienced either work-family conflict or family-work conflict or both because time and energy are shared across the two spheres of domain. This finding corroborated the finding of Misra (1998) that a woman employee finds it difficult to do justice to the two roles (workplace and family) at the same time. Also, this finding supported the finding of Karatepe and Sokmen (2006) that there was a significant negative relationship between both work-family conflict and family-work conflict with job performance. Furthermore, the finding as shown in Table 4 corroborated that of Kossek and Ozeki (1998); Colins and George (2004) that there was negative relationship between the level of work-family conflict and job performance. Table 5 finding corroborated Adebola (2005) that family-work conflict predicted negative work outcomes.

IMPLICATION OF FINDINGS FOR INDUSTRIAL SOCIAL WORK

The finding showed that both workplace and the family are inter-related when it comes to the understanding of employees' attitude and behaviour. Therefore, Industrial Social Workers should see that employees are well protected and their emotional stability is balanced to obtain good output both at home and at the workplace. There should not be compartmentalization of home and work place when it comes to employees. Conflicts at either domain can flow into the other domain. That is workplace conflicts can easily flow into family conflicts.

Industrial Social Workers therefore, should have a good understanding of both domains as related to employees in order to have healthy workers and promotion of good job performance. Carryover effects of one domain conflict should be minimized through counselling and education by industrial social workers so that the employee become a well breaded person that can function appropriately under tension without jeopardizing the expected out-come. Based on the findings of the study, the following recommend that:

(1) Industrial Social Workers should educate working mothers how to balance their work and family responsibilities in order to have sense of belongingness in both domains and perform efficiently and effectively in the workplace,

(2) Industrial Social Workers should advocate with the employers to reduce the number of workplace stressors in other to ensure better performance at work. Workplace stressors are conceptualize as being time-bound, strain-based or behaviour based and resultant on employee's negative reactions at home (family-work conflict),

(3) Industrial Social Workers should guide both employers and employees to successfully resolve workplace crisis/conflict harmoniously without creating additional stressors in either of the domain so as to boost job performance and

(4) Management or Supervisors should develop empathetic feelings and give supportive attitude to subordinate when work-family-conflict is observed. This will inspire working mothers to see their work environment as caring.

CONCLUSION

This study investigated the relationship between work-family-conflict, family-work-conflict and job performance of working mothers in selected organisations in Ekiti State, Nigeria. The study established that family-work-conflict had slightly less significant impact among married mothers than work-family-conflict. Also, it was established there is significant relationship between work-family-conflict and job performance of working mothers; there is positive significant relationship between family-work-conflict and job performance of working mothers. In view of the above findings, it can be concluded that when WFC and FWC are reduced to a minima level, nursing mothers working in different organisations will become more efficient and productive at work.

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