



Influence of work-family role conflict on the organisational commitment of female employees in Nigerian banks

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ABSTRACT

Work-family role conflict has become an important issue in the determination of organizational commitment among female bankers in Nigeria. Recently, there has been an increase in the number of women engaged in the workforce and increase in the time demands on the part of the workforce, leaving less time available for them to be with their families. This study centered on striking a balance between work and family responsibilities among women in the banking industry in Nigeria with a view to promoting gender equality and women empowerment which is one of the core goals of the Millennium Development Goals (MDGs). Subjects for this study were three hundred and sixty –one female bankers aged between 23 and 52. Three hypotheses were tested and the findings of the study revealed that there was a significant relationship between work-family role conflict and organizational commitment. The result also revealed that married women will significantly experience more work-family role conflict than single women. Furthermore, the result also showed that women who have spent a long duration will experience work-family role conflict than women who have spent a short duration. Based on the findings of this study, it was recommended among others that there is a need for the government, the regulatory authorities of the banking sector, and the professional bodies to review the status, power and responsibilities of these women.

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Introduction

Work-family role conflict (WFC) has become an important issue in the determination of organizational commitment among female bankers in Nigeria. Recently, there has been an increase in the number of women engaged in the workforce and increase in the time demands on the part of the workforce, leaving less time available for them to be with their families. This study centered on striking a balance between work and family responsibilities among women in the banking industry in Nigeria with a view to promoting gender equality and women empowerment which is one of the core goals of the Millennium Development Goals (MDGs).

Work-family role conflict has been defined as “a form of inter-role conflict in which role pressures from the work and family domains are mutually incompatible in some respect” (Flippo, 2005). The conflict occurs when the employee extends their efforts to satisfy their work demands at the expense of their family demands or vice versa (Cole, 2004). This conflict usually arise from work interfering with the family life, such as working overtime to meet demands of the job or from family demands when there is illness with a family member.

If an employee is experiencing high levels of WFC, their roles and responsibilities at work are interfering with their family responsibilities. Meanwhile, because the employee is more committed to work, this will take priority and reduce or minimize the resources and time spent at home with his/her family. A significant amount of researches have concluded that work-family conflict and family-work conflict are related but distinct constructs (Ajiboye, 2008). Work family conflict is

primarily caused by excessive work demands and predicts negative family outcomes, whereas family-work conflict is primarily determined by family demands and predicts negative work outcomes (Adebola, 2005).

Statement of Problem

The increase in the occurrence and importance of work-family issues mirror changes witnessed in both family structures and the nature of work in Nigeria and most of the developed world. Based on the theoretical perspectives found within the exiting work-family literature, the present study looked at investigating the experience of work-family conflict from Nigerian female banker's perspective.

Recently, there has been an increase in the number of women engaged in the workforce (especially in the banking profession) and increase in the time demands on the part of the workforce, leaving less time available for them to be with their families. There is a need to strike a balance between work and family responsibilities among women in the banking industry in Nigeria with a view to promoting gender equality and women empowerment which is one of the core goals of the Millennium Development Goals (MDGs).

Furthermore, limited understanding is found about individual differences in reactions to work-family pressures. To this end, this study explores differences in levels of work-family conflict and related job attitude and coping variables among Nigerian female bankers.

Literature review and theoretical framework

There has now been almost two decades of sustained research examining the antecedents and effects of work-family

conflict on individuals. This body of research, which has culminated in a fairly clear conceptual framework for analysing the mechanisms that link family and work domains (Edwards & Rothbard, 2000), is, however, still yet to adequately address a range of issues (Parasuraman & Greenhaus, 2002). Much of the research on cross-domain work-family conflict have generally utilised the individual as the unit of analysis (Parasuraman & Greenhaus, 2002). However, theoretical and empirical research conducted on stress and work-family relationships have highlighted the potential for higher level of conflict, stress and strain for individuals in dual-earner relationships due to an increase in the number of interactions between work and family domains (Gupta & Jenkins, 1985).

Female bankers experienced higher levels of work-family conflict and work role overload. A recent review reported that there is substantial evidence indicating that work-family experiences, especially work-family conflict, contribute to poor physical health (Greenhaus, Allen, & Spector, 2006).

Initially, work-family role literature focused on the negative psychological effects of juggling work and family roles. The phrase "work-family role conflict" (WFC) emerged in the 1980s, with the sharp increase in women's participation in the workforce. The change in employee demographics challenged the gendered ideology of men as the primary breadwinner and women as the stay-at-home mother. The traditional gendered sex-role connotes the conflict that arises when women attempt to fulfill the responsibilities of both roles. According to role theory, work-family conflict occurs because of an inter-role conflict in which the role demands of one sphere (work or family) are incompatible with the role demands of another sphere (work or family).

The assumption that work and family are separate spheres and in competition for resources such as time and attention continues to be dominant in our society (Barnett, 1998). Various researchers had investigated the relationship between work-family role conflict and organizational efficiency and productivity. In most of these studies, it was found that a significant relationship exist among work-family role conflict and managerial efficiency of the managers (Popoola, 2008; Akinjide, 2006; Collins and George, 2004; Akinboye, 2003). Similarly, Poele (2003) reported that efficiency in managing organizational resources for results could be better guaranteed when various variables other than one, such as leadership style, self-efficient, personality, work-family role conflict, job satisfaction and motivation are jointly combined by the managers in work organizations. The findings of the study are very unique in establishing the relevance of work-family conflict as an important factor in the consideration of effective management of organizational resources for results.

Organizational commitment on the other hand has become one of the most popular work attitudes studied by practitioners and researchers (Allen and Meyer, 2000). One of the main reasons for its popularity is that organizations have continued to find and sustain competitive advantage through teams of committed employees. Meyer et al (2000) have found that committed employees are more likely to remain with the organization and strive towards the organization's mission, goals and objectives.

However, Pleck et al. (1990) discovered that specific conditions that contribute most to the work-family (WFC) conflict were: excessive working hours, scheduling incompatibilities, and physically and psychologically demanding

duties that cause fatigue and irritability. Thus, husband (men) were more likely than wives (women) to report WFC caused by excessive work time whereas the wives (women) more than husband (men) were more likely to report WFC caused by schedule incompatibilities.

Similarly, Drago (2002) had predicted that women, because of responsibilities in the household, would have greater interferences from family to work than men; and that men, because of a string-world allegiance, would have greater interferences from work to family than women.

Types of Work-Family Conflict

In their seminal review of the work and family literature, Greenhaus and Beutell (1985) identified three major types of work-family conflict: (a) time-based conflict, where personal resources such as time, energy, and attention are deemed to be finite, and that exertion of greater resources in one domain (i.e. work) inevitably results in reducing the amount of resources left for the other domain (i.e. family) (Edwards & Rothbard, 2000; Greenhaus & Powell, 2003); (b) strain-based conflict, where inter-role conflict indicates that excessive demands from one role inhibits the performance of the other role by creating strain for the individual in the form of dissatisfaction, tension, anxiety, and fatigue (Greenhaus & Beutell, 1985; Edwards & Rothbard, 2000); and (c) behaviour-based conflict, which occur when certain patterns of in-role behaviour become incompatible with expectations regarding behaviour in another role (Greenhaus and Beutell, 1985). For example, an aggressive, confrontational and assertive approach to problem solving desired in a work setting might be inappropriate in a family setting where a warm, nurturing and collaborative approach is more desired (Greenhaus & Beutell, 1985; Edwards & Rothbard, 2000). Based on these studies, it is believed that individuals would experience incompatibilities between work and family in the form of time-based, strain-based and behaviour-based conflict.

Research Method

Design

The design for the study is a survey design which measured two variables, independent variable and dependent variable. The independent variable is work-family role conflict and the dependent variable is organizational commitment.

Population/Sample

The population is made up of all conceivable elements, subjects or observation relating to particular phenomenon of interest to the researcher. The population of study is all the female bankers in commercial banks in Nigeria. It is not easy to carry out research on the entire population because the population is large and it will also consume a lot of time and money and money. Therefore, samples were chosen purposively from banks in Oyo, Ogbomosho and Ibadan which were used. A total number of four hundred questionnaires were distributed, out of which three hundred and eighty were recovered and three hundred and sixty one (361) questionnaires were found suitable for data analyses.

Research Instrument

The study made use of questionnaire for data gathering which was divided into three sections. The first section measured demographical information of the respondents; second section measured organisational commitment which is a 24 item scale developed by Allen and Meyer (1990) with a 5-point Likert type response format ranging from strongly agree(5) to strongly disagree(1). The author reported Cronbach alpha of 0.80. But for the present study, the researcher reported Cronbach

reliability of 0.71; and the third section measured work-family role conflict which is a 10 item scale developed by Akintayo (2009) with a 7-point Likert type response format ranging from strongly disagree(1) to strongly agree(7). The instrument was validated, and the Cronbach alpha reliability coefficient gave 0.75.

Statistical Analyses

The demographic information was analysed using frequency counts and simple percentages. Also, the hypotheses for the study were analysed using regression analysis and t-test. Hypothesis 1 was tested using regression analysis and hypotheses 2 and 3 were tested using independent t-test.

Presentation of demographic data Summary of simple percentages and frequency counts of the demographic variables

Age	Frequency	Percentage
Young	188	52.2
Old	172	47.8
Total	360	100.
Years of service	Frequency	Percentage
Short duration	265	73.6
Long duration	95	26.4
Total	360	100.0
Marital status	Frequency	Percentage
Single	122	33.9
Married	238	66.1
Total	360	100.0
Highest educational Qualification	Frequency	Percentage
SSCE	5	1.4
HND	72	20.0
B.Sc	230	63.9
M.Ed	52	14.4
Ph.D	1	0.3
Total	360	100.0

Source: field survey (2011)

The table above showed that there were 188(52.2%) young and 172(47.8%) old respondents. 265(73.6%) of the respondents spent short duration while 95(26.4%) had spent a longer duration. 122(33.9%) of the respondents were single, while 238(66.1%) were married. The educational background of the respondents showed that 53(14.7.0%) had a postgraduate degree, 302(83.9%) had B.SC/HND degree and 5(1.4%) attained the senior school certificate.

Hypotheses Testing

Hypothesis 1: Work Family Role conflict will significantly jointly and relatively predict organizational commitment

Variable	F-ratio	Sig of P	R	R ²	Adj. β	T	P
(Constant)						12.126	.000
Work family Role conflict	.189	.664a	.023a	.001	-.002	-.435	.664

a. Dependent variable: Organisational commitment; Predictors (constant) Work family Role conflict

The table above showed that the linear combination effect of work-family Role Conflict had significantly predicted organizational commitment ($F(1,358) = .189$; $R = .023$, $R^2 = .001$,

Adj. $R^2 = -.002$; $p > .05$). The predictor variable did not predict organizational commitment in the study. The contribution was negative, .023. The hypothesis is therefore, partially accepted.

Hypothesis 2: Married women will experience more work-family role conflict than single women

Work family role conflict	N	Mean	Std. Dev	Crit-t	Cal-t	DF	
Single	122	63.9262	10.6989	1.96	9.771	358	.000
Married	238	76.1765	11.5350				

The above table showed that there was significant difference in the work-family role conflict of married and single women ($\text{Crit-t} = 1.96$, $\text{Cal-t} = 9.771$, $\text{df} = 358$; $p < .05$). Hence, married women with a mean score of 76.1765 experienced more work-family role conflict than single women who had a mean score of 63.9262 respectively.

Hypothesis 3: Work family role conflict of women who have spent a long duration will be higher than those who spent a short duration.

Work family role conflict	N	Mean	Std. Dev	Crit-t	Cal-t	DF	P
Short duration	265	68.3245	11.1665	1.96	10.609	358	.000
Long duration	95	82.3474	10.7285				

The above table showed that there was a significant difference in the work family role conflict of women who had spent a long duration than those who had spent a short duration ($\text{crit-t} = 1.96$, $\text{cal. t} = 10.609$, $\text{df} = 358$; $p < .05$). Hence, work-family role conflict of women who had spent a long duration was indeed higher than those who spent a short duration with means score of 82.3474 and 68.3245 respectively.

Discussion

The findings of the study revealed that there was a significant difference in the WFC of married and single women and also that there was a significant difference in the WFC of women who had spent a long duration than those who had spent a short duration. These findings has given support to numerous research findings, for example, Repetti, Matthews, and Waldron (1989) reviewed research on the effects of employment and concluded that employment was associated with improved health for women who held a positive attitude toward employment regardless of their marital status. The need to balance work and family is a universal phenomenon across the globe. International studies provided support for the work-family conflict perspective and outlined negative outcomes of WFC on women. In Hong Kong, married female professionals reported "intense" or "extremely intense" levels of WFC and cited insufficient time, multiple roles, and lack of support from husbands as sources of their stress (Lo, 2003; Lo, Stone, & Ng, 2003). Positive influence of employment upon life satisfaction was substantially reduced because of insufficient time to fulfill their child-care responsibilities (Lee, Law, & Tam, 1999). Combined exposure to work and family-related stress was associated with an increase in systolic blood pressure and recurrent sleeping problems in a sample of working women in Beijing, China (Xu, Siegrist, Cao, Li, Tomlinson, & Chan, 2004).

Additionally, married Korean women indicated stress and depression as outcomes of work-family conflict (Lee, Um, & Kim, 2004). Studies on Malaysian dual-career couples found that women reported significantly higher stress and a pressure to

choose between family and career responsibilities more than men and that WFC explained a significant amount of variance in work and life satisfaction (Ahmad, 1996; Komaraju, 2002). In Singapore, researchers also observed greater WFC among women and an associated decrease in life-satisfaction (Aryee, 1992), whereas Japanese working mothers indicated that parental demands led to WFC which led to life strain (Matsui, Ohsawa, & Onglatco, 1995).

Conclusion

The findings of the study showed that WFC partially contributed to organisational commitment. However, there was a significant difference in the Work-Family role conflict (WFC) between women with long and short duration and with single and married women. Also, the findings established that WFC has significantly influenced organizational commitment among female bankers in Nigeria.

Implications for managers and recommendations

Based on the findings of the study, the following recommendations are made:

1. Management should endeavour to take into cognisance the dependants of their prospective workers so as to place them in positions where there would experience less WFC when eventually selected.
2. Organisations should provide adequate support and welfare service(s) to their workers, especially workers with children so that they can be committed to their organisations.
3. Routine tasks of married workers should be less strenuous than their unmarried counterparts so that they can be effective both at work and home.

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