

WORK-FAMILY CONFLICT AND EMPLOYEE PERFORMANCE IN THE FEDERAL UNIVERSITY OF AGRICULTURE MAKURDI, BENUE STATE, NIGERIA

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ABSTRACT

The study examined the relationship between work-family conflict and employee performance in the Federal University of Agriculture Makurdi, Benue State. The study was guided by two objectives. Two research questions were raised and answered while two hypotheses were tested. The study adopted survey research design. The population of the study was (665) academic staff of the University. The sample size of the study was 255; this was determined using Taro Yamane formula. The sample size was allocated to the population using Multistage sampling technique. The instrument of data collection was a structured questionnaire. The instrument was subjected to face and content validity. Cronbach alpha method was used to establish the internal consistency of the questionnaire items which yielded a reliability coefficient of 0.90. Data collected for the study were analyzed using descriptive statistics precisely mean (real limits of number) and standard deviation to answer the research questions while Pearson Product Moment Correlation Coefficient (PPMC) statistics was used to test the hypotheses at 0.05 level of significance. The study after data analysis and testing of hypotheses revealed that, there is a strong positive relationship between behaviour based conflict and employee commitment and there is also a positive relationship between strain based conflict and employee job satisfaction in the Federal University of Agriculture Makurdi, Benue State. The study recommended among others that, Management of the University should encourage employee to be conscious of behaviour based conflict in order to guarantee employee commitment towards achieving organizational objectives.

Keywords: Conflict, Employee, Family, Performance, Work.

Introduction

Work and family are the two most important aspects of adults' lives. With both professional and personal responsibilities, people are faced with a significant challenge and they often conflict when reconciling the demands of work and family. The pressures of multiple roles and trying to manage their demands lead to reduced resources and increased strain in the form of work-family conflict. Work family conflict implies the inter-role conflict where the demands of one's time, energy and attention for a job create tension that interferes with his or her family duties and responsibilities (Aslam, Shumiala, Azhar, & Sadaqat, 2011). It also entails a type of inter-role conflict where both work and family issues exert pressures on an individual, creating a conflict where compliance with some set of pressures (family matters) increases the difficulty of complying with the other set of pressures (work matters) (Boyar, Maertz, Pearson, & Keough, 2003). The inter role conflict occurs because it is not possible for the focal person to satisfy all expectations of his or her work and family roles since each role requires time, energy and commitment.

Work-family conflict has become an important issue in the determination of organizational performance. In recent years, there has been an increase in competitive pressures on organizations to increase productivity, an increase in time demands on the workforce, leaving less time available for the employees to be with their families (Poelmans, 2005). Work-family conflict exists when time devoted to the requirements of one role makes it difficult to fulfil requirements of another; strain from participation in one role makes it difficult to fulfil requirements of another; and specific behaviours required by one role make it difficult to fulfil the requirements of another (Greenhaus & Beutell, 2006). Therefore, three distinct forms of work-family conflict were introduced, namely time-based conflict, strain-based conflict and behaviour-based conflict (Brough & Driscoll, 2005).

A variety of studies show that work-family conflict brings costly and negative consequences for individuals and organization, including emotional exhaustion (Halbesleben, Wheeler & Rossi, 2012), depressive behaviour (Hao, Liu, Xiruil & Wu 2015; Bellavia & Frone, 2005), decreased physical and mental health (Carlson *et al.*, 2011; Mauno, Kinnunen & Rantanen, 2011), lower job satisfaction (Bruck, Allen & Spector, 2002), organizational commitment (Benligiray & Sönmez, 2012) and job performance (Amstad, Meer, Fasel, Elfering & Norbert, 2011; Eby, Casper, Lockwood & Bordeaux, 2005).

The rationale for focusing on the work-family conflict among higher education employees lies in the fact that, universities' employees specially in the Federal Universities in Nigeria, play an important role in achieving the higher education goals, which understand employees' viewpoints can capture an accurate picture of where needs lie. Just like other employees of public organization in Nigeria, employees in the Federal University of Agriculture Makurdi, Benue State have issues of work-family conflict which tend to affect their performance negatively or positively. The extent of relationship that exists between work family conflict and performance in the Federal University of Agriculture Makurdi, Benue State, Nigeria States is the focus of this study.

Statement of the Problem

The researchers observed that due to inability of employees to effectively perform both work roles and family roles results to work family conflict which affects their performance. The conflict occurs when employees has to perform multiple roles that require time, energy and commitment. The successful combinations of both roles create work balance as such makes employees fulfilled but in other way, the inability to perform these roles creates strain and behavior based conflict. Work family conflict can be minimized by the organizations policies, flexibility and by the good and friendly relationship of the employees and the employer. Ideally, there ought to be a work balance whereby both employees will perform both family and work roles without interference. These practices include; flexible working arrangement (home working, compressed hours); leave arrangements (study leave, parental leave); dependent care assistance (childcare arrangement and crèche) and general services(employment assistant programs). These phenomena are over flogged in western countries were as in Nigeria far less attention is given as a result of institutional and cultural factors. It is important to ensure employees have satisfactory level of balance between work and family to minimize conflict. Previous studies have shown a negative association between work family conflict and family work conflict with job satisfaction and individual life (Carlton, Grzywacz &Kacmar,2016).

However, most of these studies are mainly from the western countries whose work environment, culture maybe different from the Nigerian contexts; it remains unclear as the type of relationship that exists between work family conflict and employee performance in the Federal University of Agriculture Makurdi, Benue State. Based on the above, the study seeks to examine the relationship between work-family conflict and employee performance in the Federal University of Agriculture Makurdi, Benue State.

Objectives

The broad objective of the study is to examine work-family conflict and employee performance in the Federal University of Agriculture Makurdi, Benue State. The specific objectives of the study are to:

- i. determine the type of relationship that exists between behaviour based conflict and employee commitment in the Federal University of Agriculture Makurdi, Benue State; and
- ii. ascertain the type of relationship that exist between strain based conflict and employee job satisfaction in the Federal University of Agriculture Makurdi, Benue State.

Research Questions

The following research questions were raised and answered in order to achieve the objectives of the study:

- i. Is there any relationship between behaviour based conflict and employee commitment in the Federal University of Agriculture Makurdi, Benue State?
- ii. Is there any relationship between strain based conflict and employee job satisfaction in the Federal University of Agriculture Makurdi, Benue State?

Research Hypotheses

The following hypotheses were formulated and tested by the study:

- i. There is a significant relationship between behavior based conflict and employee commitment in the Federal University of Agriculture Makurdi, Benue State.
- ii. There is a significant relationship between strain base conflict and employee job satisfaction in the Federal University of Agriculture Makurdi, Benue State.

Methodology

The study adopted descriptive survey research design. The population of the study was 665 academic staff of the Federal University of Agriculture, Makurdi and a sample size of 225 was used; this was determined using Taro Yamane (1967) formula for a finite population. The sample size was allocated to the population using Multistage sampling technique. The study used questionnaire as its major instrument of data collection, and responses in the questionnaire were based on a 4-point rating scale of very high extent, high extent, low extent and very low extent with a corresponding nominal value of 4,3,2 and 1 respectively. The instrument was subjected to face and content validity. Cronbach Alpha method was used to establish the internal consistency of the questionnaire items which yielded a reliability coefficient of 0.90 indicating that the instrument is highly consistent, and hence reliable for the study. The instrument was administered to the respondents by the researcher. A total of two hundred and fifty-five (255) copies of the questionnaire were administered, and only 218 were retrieved from the respondents and used for data analysis. The data collected were analyzed using descriptive statistics precisely mean (real limits of number) and standard deviation to answer the research questions with the aid of SPSS 22^{ed}. In order to test the hypotheses and establish the degree of relationship of the variables under study, the Pearson Product Moment Correlation Coefficient (PPMC) statistical tool was used for the study at 0.05 level of significance.

In answering the research questions, the real limits of numbers were used for decision making as follows; 3.50 – 4.00 = very high extent; 2.50 – 3.49 = high extent; 1.50 – 2.49 = low extent; 1.00 - 1.49 = very low extent.

The decision rule for testing the hypotheses was based on the p-value and alpha value. A hypothesis of no significant relationship was not rejected for any cluster of items whose p-value was equal to or greater than (\geq) the alpha value of 0.05 while it was rejected for any cluster of items whose p-value was less than the alpha value of 0.05.

Conceptual Framework

Major concepts of the study have been defined and reviewed hereunder.

Work-Family Conflict

Work-family conflict is the term often used to characterize the conflict between the work and family domains. Work-family conflict is defined as “a form of inter-role conflict in which work and family demands are mutually incompatible, meeting demands of both the domains is difficult” (Higgins, Duxbury & Lyons, 2007). Work family conflict is bidirectional, such that work can interfere with family and family can interfere with work. That is, participation in the work role becomes more difficult due to virtue of participation in the family role. Work

family conflict occurs when there is a discrepancy between real situation and people's expectation that will disturb and decrease their role's performance at work or family (Greenhaus, Tammy & Spector, 2006). In other words, work-family conflict exists when the expectations related to a certain role do not meet the requirements of the other role, preventing the efficient performance of that role (Greenhaus, Tammy, & Spector, 2006).

Greenhaus and Beutell (2006) identified three types of work family conflict which include: time based conflict, strain based conflict and behaviour based conflict. These conflicts refer to incompatibility between the behaviour patterns that are desirable in the two domains. This study is centred on the two dimensions of work family conflict such as behaviour based conflict and strain based conflict.

Behaviour Based Conflict

Behavior-based conflict occurs when behaviours that are effective in one role are not functional for the second role. Behavior-based conflict can be described as a conflict arising due to irreconcilable behaviours necessitated by different competing roles (Greenhaus & Beutell, 2006; Ejohwomu *et al.*, 2017). This conflict occurs when a suitably productive behavior in a particular role (work duties) is unsuitably appropriated in another role (family duties), hence, reducing one's productivity in the second role (Akintayo, 2010; Friedland & Cole, 2017).

Strain Based Conflict

Strain based conflict refers to emotional exhaustion occurring, when the stress, fatigue or anxiety of one role reduces the effectiveness of the second role (Greenhaus & Beutell, 2006). Strain-based conflict occurs in a situation when stress associated with a particular role (work duties) is transferred to another role (family duties), thereby impeding performance in the latter role. It also entails strain encountered by an employee in one area of his/ her life hinders effective performance in other area of life. Strains are often classified into three; work related strain e.g (exhaustion) family related strain (parental stress) and domain unspecific strain (complaints and depression) (Amstad *et al.*, 2011; Allen *et al.*, 2000). Strain causes work family conflict through attribution processes; highly strained individuals use selective recall and attention, highly strained employees perceived more work-family conflict is a potential stressor or leading to various forms of strain.

Employee Performance

Employee performance refers to accomplishment of task or mere working effectiveness of employee (Thomas, 2014). It is a means from which organizations, either private or public, achieve their goals through its recurring activities. It also refers to how your workers behave in the work place and how well they perform the job duties you have obligated to them. Kinicki and Kreitner (2007) assert that some employee key performance indicators include; time required to complete task, product quality, return on training investment, revenue per employee, 360 degrees feedback score, employee core competency profile, employee engagement level, organizational citizenship behaviour, human capital value added, job satisfaction and employee turnover intension.

Employee Commitment

Kwahar and Ichongo (2011) assert that employee commitment is a state in which an employee identifies with a particular organization, its goals and wishes to maintain membership in the organization. The effectiveness of this dimension of employee performance reflects the nature and quality of the relationship bond that exists between employee and management. Employee commitment can be influenced through intrinsic incentives. Increased effect of employee commitment is essential to the retention of quality employees which affects the entire performance of an organization. Employees who are low in commitment tend to have low morale and are less motivated. These employees will have the tendency to leave their employment, thereby increasing the rate of turnover and when turnover rate is high, it affects the performance of organizations making them spend a lot on recruitment and training of employees (Robbin, 2003).

Job Satisfaction

Job satisfaction can be defined as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004). Spector (1997) defines job satisfaction as an attitude that is related with the level to which people like or dislike their job, feel satisfied or not with their work performance. Kwahar and Ichongo (2011) assert that job satisfaction represents several related attitudes; the work itself: pay, promotion opportunities, supervision and co-workers. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment (Kaliski, 2007). Halin and Judge (2003), on the other hand sees job satisfaction as a multidimensional psychological responses to an individual's job and that these personal responses have cognitive (evaluative), affective (emotional) and behavioural components.

Theoretical Framework

The study was anchored on Spillover theory by Pleck's (1977) as its theoretical base. The theory states that work and family influence each other in both positive and negative ways: time, tasks, attitudes, stress, emotions and behaviors. According to this theory, positive spillover (work-family enhancement) refers to situations in which the satisfaction, energy and sense of accomplishment derived from one domain transfers to another (Frone, 1992). On the contrary, negative spillover (work-family conflict) is derived from problems being carried over from one domain to another. The spillover (negative or positive) employees experience depends on the degree of balance (incompatibility or compatibility) between work and family responsibilities. Thus, if there is compatibility between these two domains, benefit will result leading to work-family enhancement. On the other hand, if there is incompatibility, role strain results leading to work-family conflict. This theory has suggested that although the work-family conflict bi-directions are distinct construct yet their ceaseless interactions could have either positive or negative correlation.

The relevance and applicability of Spillover theory to the study lies in its contributions to the idea of work-family conflict. The theory explains how work and family influence each other in both positive and negative ways in the Federal University of Agriculture Makurdi, Benue State. The theory is therefore, appropriate for this study because it aims at explaining

the (incompatibility or compatibility) between work and family responsibilities of employee in an organization.

Empirical Review

Majekodunmi (2017) studies the correlation between work family conflict and job performance among working mothers in Ekiti: The study found that there is correlation between work family conflict and job performance among the respondents. The study 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.

Warokka and Febrilia (2015) studied the relationship between work family conflict and job performance: lesson from South East Asian emerging market. The specific objectives of the study were to ascertain the effect of work-family conflict on job performance, turnover intention, and job satisfaction. The study found that, work family conflict has significant relationship with job performance, turnover intention and job satisfaction. The study recommended among others that, work family conflict should be resolved in order to have higher job performance and low turnover intention.

Akintayo (2010) studied the impact of work-family role conflict on organizational commitment of industrial workers in Nigeria. The specific objectives of the study were to investigate the relationship between strain based conflict and job satisfaction, assess the relationship between time based conflict and employee commitment; and identify the effect of work family conflict on performance. Findings of the study revealed that there was a significant relationship between strain based conflict and job satisfaction, significant relationship between time based conflict and employee commitment and work family conflict has significant and positive effect on performance. Based on the findings of the study, it was recommended among others that, organizational support programme needs to be introduced and provided for all levels of workers in order to reduce the burden of work-family role conflict interference with job satisfaction, employee commitment and performance.

Anafarto (2010) studied the relationship between work family conflict and job performance among health workers in Turkey. The specific objectives of the study were to ascertain the relationship between strain based conflict and job satisfaction and examine the relationship between behaviour based conflict and turnover intention. The study found that strain based conflict has effect on job satisfaction and behaviour based conflict has significant relationship with turnover intention. The study also found that, there was significant relationship between work family conflict and job performance. The study recommended among others that, health workers should be conscious of the work family conflict in order to have job satisfaction in their work place and happy family.

Oladejo and Olawumi (2008) studied the effect of work family conflicts on employee commitment and organizational performance in Aklad Interlink concept Nigeria. The results of the study revealed that, work family conflict have a significant influence on both employee commitment and organizational performance. The study therefore, concludes that, work-family conflicts affect employee commitment and the organizational performance. The study

recommended, strict adherence to balanced of work and family life by employee in an organization should be given special attention.

Results and Discussion

The data obtained during the field survey in the Federal University of Agriculture Makurdi, Benue State is presented and analyzed in this part of the using descriptive statistics of mean (real limits of numbers) and standard deviation.

Mean Ratings and Standard Deviation of Respondents on the extent of relationship between Behaviour based conflict and employee commitment in the Federal University of Agriculture Makurdi, Benue State.

Table 1:Descriptive statistics of the analyzed data (Behaviour based conflict)

S/N	Variables	N	Minimum	Maximum	Mean	Std. Deviation	Remark
1.	I depend on my relatives to achieve my roles at home	218	2.00	4.00	3.24	.525	High extent
2.	As a result of exhaustion emanating from the work place, i fail to show love and concern for my spouse	218	3.00	4.00	3.62	.453	Very high extent
3.	I take responsibility of my roles and at work but fail to meet up family roles	218	2.00	4.00	3.74	.531	Very high extent
4.	My supervisor makes me feel valued at work.	218	2.00	4.00	3.85	.407	Very high extent
5.	I feel happy with my career	218	2.00	4.00	3.57	.562	Very high extent

Source: Field survey data, 2019.

A bench-mark of 2.50 was used for the study. Since the mean values of all the questionnaire items for the variables of behaviour based conflict were above 2.50, it shows that all the questions were highly acceptable for the study. Hence, they were all used for the study.

Table 2:Descriptive statistics of the analyzed data (employee commitment)

S/N	Variables	N	Minimum	Maximum	Mean	Std. Deviation	Remark
6.	I would be very happy spending the rest of my life in this organisation	218	1.00	4.00	3.18	.730	High extent
7.	I feel emotionally attached to my organisation	218	2.00	4.00	3.56	.567	Very high extent
8.	As a result of work I postponed family roles	218	3.00	4.00	3.58	.496	Very high extent
9.	Too much in my life will disrupt if i decided i want to leave the organisation	218	2.00	4.00	3.62	.561	Very high extent
10.	Right now staying in my organisation is a matter of necessity as much as desired	218	2.00	4.00	3.52	.567	Very high extent

Source: Field survey data, 2019.

A bench-mark of 2.50 was used for the study. Since the mean values of all the questionnaire items for the variables of employee commitment were above 2.50, it shows that all the questions were highly acceptable for the study. Hence, they were all used for the study.

Mean Ratings and Standard Deviation of Respondents on the extent of relationship between Strain based conflict and employee job satisfaction in the Federal University of Agriculture Makurdi, Benue State.

Table 3: Descriptive statistics of the analyzed data (Strain based conflict)

S/N	Variables	N	Minimum	Maximum	Mean	Std. Deviation	Remark
1.	Work related - related strain interferes with my ability to perform family-related duties	218	2.00	4.00	3.57	.526	Very high extent
2.	A problem at the work life makes	218	3.00	4.00	3.72	.452	Very high extent

3.	me stressed and nervy at home	218	2.00	4.00	3.69	.531	Very high extent
4.	Physical and mental fatigue at work make my responsibilities at home difficult	218	2.00	4.00	3.85	.407	Very high extent
5.	Fatigue at work decreases my tolerance towards family members	218	2.00	4.00	3.67	.572	Very high extent
	My duties and responsibilities at work get ahead of my family life						

Source: Field survey data, 2019.

A bench-mark of 2.50 was used for the study. Since the mean values of all the questionnaire items for the variables of strain based conflict were above 2.50, it shows that all the questions were highly acceptable for the study. Hence, they were all used for the study.

Table 4: Descriptive statistics of the analyzed data (employee job satisfaction)

S/N	Variables	N	Minimum	Maximum	Mean	Std. Deviation	Remark
6.	Am satisfied with my income	218	1.00	4.00	3.38	.730	High extent
7.	Am satisfied with my promotion	218	2.00	4.00	3.64	.567	Very high extent
8.	Am satisfied with my relationship with colleagues	218	3.00	4.00	3.57	.497	Very high extent
9.	I will like to spend the rest of my time with this organization	218	2.00	4.00	3.69	.561	Very high extent
10.	My personal goals are consistent with the goals of the organization	218	2.00	4.00	3.49	.566	High extent

Source: Field survey data, 2019.

A bench-mark of 2.50 was used for the study. Since the mean values of all the questionnaire items for the variables of employee job satisfaction were above 2.50, it shows that all the questions were highly acceptable for the study. Hence, they were all used for the study.

Testing of Hypotheses

In testing the two hypotheses of the study, Pearson Product Moment Correlation Coefficient (PPMC) statistical was used at 0.05 level of significance.

Hypothesis one

Table 5: Relationship between behaviour based conflict and employee commitment in the Federal University of Agriculture Makurdi, Benue State

Variables			Behaviour based conflict	Employee commitment
Behaviour based conflict		Pearson Correlation	1	.634**
		Sig. (2-tailed)		.000
		N	218	218
Employee commitment		Pearson Correlation	.634**	1
		Sig. (2-tailed)	.000	
		N	218	218

Data presented in Table five above shows the relationship between behaviour based conflict and employee commitment in the Federal University of Agriculture Makurdi, Benue State. The correlation coefficient (r) value of .634 obtained indicates that, there is strong positive relationship between behaviour based conflict and employee commitment in the Federal University of Agriculture Makurdi, Benue State. The table further revealed a p-value of .000 which was less than the alpha value of .05 indicating there was significant relationship between behaviour based conflict and employee commitment in the Federal University of Agriculture Makurdi, Benue State, hence the alternative hypothesis stated above was not rejected.

Hypothesis two

Table 6: Relationship between strain based conflict and employee job satisfaction in the Federal University of Agriculture Makurdi, Benue State

Variables			Strain based conflict	Employee job satisfaction
Strain based conflict		Pearson Correlation	1	.752**
		Sig. (2-tailed)		.000
		N	218	218
Employee job satisfaction		Pearson Correlation	.752**	1
		Sig. (2-tailed)	.000	
		N	218	218

Data presented in Table six above shows the relationship between strain based conflict and employee job satisfaction in the Federal University of Agriculture Makurdi, Benue State. The

correlation coefficient (r) value of .752 obtained indicates that, there is a strong positive relationship between strain based conflict and employee job satisfaction in the Federal University of Agriculture Makurdi, Benue State. The table further revealed a p-value of .000 which was less than the alpha value of .05 indicating there was significant relationship between strain based conflict and employee job satisfaction in the Federal University of Agriculture Makurdi, Benue State, hence the alternative hypothesis stated above was not rejected.

Discussion of Findings

In view of research questions and the subsequent testing of the two stated hypotheses, the study in Table 1 has revealed that, the respondents rated the variables of behaviour based conflict to a very high extent. In Table 2, the study also revealed that, the respondents rated the variables of employee commitment to a very high extent. The findings from Table 1 and 2 was further supported by findings from hypothesis 1 in Table 5 which revealed that, there is a significant and positive relationship between behaviour based conflict and employee commitment in the Federal University of Agriculture Makurdi, Benue State. This finding collaborate with Warokka and Febrilia (2015) they found that, behaviour based conflict has significant relationship with employee commitment. The findings of the study also collaborate with Oladejo and Olawumi (2008) they found that, work-family conflict have a significant influence on employee commitment.

The study in Table 3 has revealed that the respondents rated the variables of strain based conflict to a very high extent. In Table 4, the study also revealed that the respondents rated the variables of employee job satisfaction to a very high extent. The findings from Table 3 and 4 was further supported by findings from hypothesis 2 in Table 6 which revealed that there is a significant and positive relationship between strain based conflict and employee job satisfaction in the Federal University of Agriculture Makurdi, Benue State. The findings of the study agreed with the findings of Anafarto (2010) who affirmed that strain based conflict has effect on employee job satisfaction and there was significant relationship between strain based conflict and job performance.

Conclusion

Based on the findings of the study, it was concluded that there is significant and positive relationship between behaviour based conflict and employee commitment; and significant and positive relationship exist between strain based conflict and employee job satisfaction in the Federal University of Agriculture Makurdi, Benue State.

Recommendations

Based on the findings of the study, the following recommendations have been proffered.

- i. Management of the University should encourage employee to be conscious of behaviour based conflict in order to guarantee employee commitment towards achieving organizational objectives.
- ii. Employee in the University should be educated about the effect of strain based conflict in order to have job satisfaction.

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