



EFFECT OF WORK-FAMILY ROLE CONFLICTS ON EMPLOYEES' COMMITMENT AND ORGANIZATIONAL PERFORMANCE: A STUDY OF AKLAD INTERLINK CONCEPT, NIGERIA

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Abstract

The commitment of workers in their place of work is some worth dependent on their marital status. Owing to the above statement, this study examines the effect of work-family role on the level of employees' commitment and organizational performance in AKLAD Interlink concept, Ibadan, Nigeria. The research design adopted was a survey type, based on a population of 1047. A total of 155 employees was subsequently selected using stratified random sampling techniques. A pilot study was performed to test the validity and reliability of the instrument (questionnaire). Consequently, validity and reliability were ascertained and confirmed via face, content, Cronbach alpha, average variance extracted and composite validity. The six (6) hypotheses of the study were tested using both multiple and simple linear regression, and the analysis of variance. The result of the study reveals a significant influence of work-family role conflicts on both employee commitment and organizational performance. In addition, the mediating influence of employees' commitment in prediction organizational performance as a result of work-family role conflicts was also validated by our findings. Moreover, work-family role conflict also had significant influence on gender. Lastly, the independent variable (work-family role conflict) also significantly influenced both married and single employees, as well as, the difference between the job commitment of both male and female staff of the organisation. The study therefore concludes that work-family conflicts affect the organizational performance and effectiveness of the organisation. Thus, our study strongly recommended strict adherence to balanced social lives, by organizational leaders and that special attention should be given to gender and marital issues of their employees so as to balance their family-work relationship. This study, therefore, contributes to extant literature, by showing the nexus between work-family conflict and workers commitment and organizational performance. The study also validated the theoretical framework.

Keywords: *Work-Family role conflicts; employees' commitment; organizational performance; Nigeria*

1 Introduction

Studies conducted by various researchers (Jarrod, 2008; Akintayo, 2010; Allen, 2012; Lavassani & Movahedi, 2014; Ovidiu-Illiuta, 2013; He & Fang, 2016; Jayamohan et al., 2017) examined how work-family role significantly influences employees' commitment or organization performance. According to Allen (2012), many of the studies were viewed from the perspective of growing desires among women to improve on their job and exerting commensurate energy on given task. Conflict seldom occurs in situations (such as spouses living separately and spouses that have two different jobs) where duties at home clash with those at work (Flippo, 2005; Greenhaus & Powell, 2006). Greenhaus & Beutel (1985) postulated that work-family conflict could happen in three categories: 1) Time-based conflict: A situation where the time allotted to work duties hinders workers output in a different role (family duties). 2) Strain-based conflict: 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. 3) Behavior-based conflict: This 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). This opines that behavior or action needs to be well-thought-out before appropriating it. Unfortunately, Industrialization has also immensely increased obligations/duties by placing many of such on both father and mother as they both have to combine work and family obligations (Clark, 2000; Frone, 2000). This has significant effect on both the employees and organization (Greenhaus & Powell, 2006; Costa & Pedro, 2017). Combining these two distinctive roles (work and family) is often challenging.

In the light of the conflicting nature of work and family responsibilities, this study is designed to test the influence of work-family role conflict amongst employees of our selected organization (AKLAD Interlink concept limited- AICL- Ibadan, Nigeria), which happens to be a case study for this research. The researcher has been having difficulties in combining both family and career responsibilities together. Career responsibilities often affect that of

my family duties. The research works in AKLAD as HRM with enormous responsibilities that have undesirable impacts on both spouse and motherhood responsibilities in the family. For instance, the researcher leaves the workplace very late at times which makes it difficult to be effective on getting home. Also, family roles at times contribute to lateness to work, especially when any child in the family is ill and requires urgent attention. Though the organization receives notification from the employee in such situation, however, it still has uncomfortable effect on the job role (Clark, 2000; Frone, 2000; McNulty, 2016; Pardo & Alfonso, 2017). Furthermore, most of the employees in AKLAD are females and also face similar inter-role conflict. In a bid to appropriate quality time to family duties, some female employees have agreed to tender their letter of resignation. This is the plight of many women in Nigeria, where women are traditionally saddled with numerous family obligations. Therefore, the study is of utmost importance in order to find suitable solutions to the problem encountered by employees in AKLAD (Greenhaus and Beutell, 1985; Frone, 2000). AKLAD Inter-links Concept Nigeria Limited is actively involved in Marketing, Haulage and Logistics businesses. The company is presently based in Ibadan, Oyo State, Nigeria. The Company also has interest in other organizations in Nigeria. The organization operates an open employment strategy, with employees from different ethnic groups in Nigeria.

The work-family conflict (WFC) has weighty influence on both males and females employees. Work-Family conflict often initiates and sustains discordance between family and work obligations such that work impedes family life and employees' job satisfaction and organizational commitment (Akintayo, 2010; McNulty, 2016). Considering the traditional roles of women, they are more saddled with family responsibilities compared to men; hence more susceptible to experience conflict in work-family relationships. This conflicts is usually a product of inter-role conflicts, based on the need or desire of workers to have both happy family life and a good career. Workers who are facing the challenges of WFC experience job dissatisfaction, poor performance on jobs and increased turnover intentions (Jarrod, 2008; Akintayo, 2010; Allen, 2012; Eby et al., 2005; Pardo & Alfonso, 2017). In other words, WFC reduces worker's performance and commitment in an organization, which most likely hinder overall production and efficiency of the organization. The outcome of WFC could probably make some employees to think of quitting their job to concentrate more on their family roles. It could also make some female employees lose their homes, while some choose to remain unmarried to meet up with the pressure and demands of organizational commitment and job performance in their various organizations. Given the above dispositions, previous studies are of the opinion that work-family conflict often impact negatively on both attitudes and behaviors of employees during working hours (Lavassani & Movahedi, 2014; Sanders & Yang, 2016; Costa & Pedro, 2017). In addition, Work-family relationships also contradict each other due to demands and pressure of both family and work roles (Greenhall & Butell, 1985; Costa & Pedro, 2017). Consequently, work-family conflicts has been receiving greater attention by researcher in recent times. It is within this justification that underpins this study.

In addition, in spite of many studies on the relationships between work-family role conflict, and various performance measure like job satisfaction, productivity, customer services, managerial efficiency, and productivity, it is evident that many of these studies failed to reflect depth investigation of the influence of demographic variables, nor sufficiently considered the influence of work-family conflict on both employees' commitment and organizational performance (Akintayo, 2010; Allen, 2012; Ovidiu-Iliuta, 2013; Lavassani & Movahedi, 2014). Few studies also advocates for the mediating influence of employees' commitments in a developing country like Nigeria (Jarrod, 2008; Allen, 2012; Davis & Pink-Harper, 2016; Rofcanin et al., 2017). Hence, another motivation for this study.

Consequently, the aim of this study was to scrutinize the effect of work-family role conflict on both employees' commitment and organizational performance in AKLAD Interlink Concept limited, Ibadan, Nigeria. However, the specific objectives are as follows:

1. to evaluate the influence of work-family role conflict on employee commitment
2. to determine the effect of work-family role conflict on organizational performance
3. to determine the mediating role of employee commitment on work-family role conflicts, toward predicting organization's performance
4. to determine the indicative influence of work-family role conflicts on gender, both male and female employees
5. to ascertain the effect of work-family role conflict on both married and single employees
6. to determine the indicative difference between the employee commitment of male and female employees

This study is limited employees of AKLAD Interlink concept, Ibadan, Nigeria. In addition, the study is delimited to the influence of work-family role conflict on two perceptual measures of performance (employee commitment and organizational performance) in the selected organization. Most importantly, in spite of the fact that business performance, a determinant of organizational effectiveness, can be measured both in non-financial and financial terms (Ajiboye, 2008; Ryan & Kossek, 2008; Davis & Pink-Harper, 2016; Rofcanin et al., 2017), performance was measured perceptually, in the context of improvements in employees' commitments and organizational performance (Clark, 2000; Friedland & Cole, 2017; Ejohwomu et al., 2017).

2 Review of related literature

2.1 Concept of Work Family Conflict

The word 'conflict' has numerous definitions, but is universally described as an active discord between or

among people with divergent personal views or principles (Ajiboye, 2008; Ryan & Kossek, 2008; He & Fang, 2016; Jayamohan et al., 2017). Juxtaposing both family and career lives, the two are very essential for a living. Explicitly, the role of family in an employee's life cannot be overemphasized, and career also serves as source of income required for the employee to sustain the family. Both career and family lives are very demanding and also mounts substantial pressure on the little time available for the employee to satisfactorily play both roles (Frone, 2000). In a contentious bid to meet the demands of both family lives and career within limited time, Work-Family Role Conflict surfaces. 'Conflict' indicates the present of a considerable problem between family role and work role that requires solution for ultimate benefit of both the organization and the employees (Clark, 2000; Judge & Lilies, 2004; LaCrosse et al., 2016).

Greenhaus (1980) therefore defined work-family conflict as an interconnected role clash between role pressures from the family and work are not mutually beneficial to some extent. According to Kopelman and Greenhaus (1981), term interrelation of role conflict simply means the degree to which an employee encounters constant pressures within two different roles. In the words of many previous scholars, work-family conflict could therefore be characterized as strain-based, behavior based or time-based (Baltes & Heydens-Gahir, 2003; Friedland & Cole, 2017). Time-based conflict emerges in situations where the constant pressures experienced by the employee stemmed from two distinctive roles contesting for the employee's limited time (Flippo, 2005; Friedland & Cole, 2017). Strain-based conflict on the other hand manifests when the strain encountered by an employee in one area of his/ her life hinders effective performance in other area of life. Lastly, behavior-based conflict can be described as a conflict arising due to irreconcilable behaviors necessitated by different competing roles (Greenhaus & Powell, 2006; Ejohwomu et al., 2017).

2.2 Theoretical Framework

The anchor theoretical perspectives, underpinning this study is the identity theory (Frone, 2000; Zinko., William, & Laird, 2016). The identity theory seeks to understand the relationship between work-family conflicts and its outcomes. It asserts that both family and work roles are integral aspects of an adult identity dilemma towards the development of both family and work related issues. However, being diligent may be seen as a stressful undertaking (Frone, 2000; Ejohwomu et al., 2017). The theory opines that workers improve their expected role identity as parents, workers, and partners, basically in the context of how they discharge their duties. Hard working and productivity could boost the employee's identity while performing the role of a parent might enhance the critical parent self (Cinamon, 2006; Akintayo, 2010). It is however, important to note that family life and professional life are very difficult to combine. The instabilities that are associated with both professional and family lives are the main causes of the conflicts between the two aspects of life. In practice, it is often difficult for many workers to balance the pressures emanating from the two aspects of life (Greenhaus & Beutel, 1985; Ajiboye, 2008; Hjerto & Kuvaas, 2017).

However, in all organizations, including AKLAD, it is imperative for employees to be committed to seeing the performance in the long run. Worker's in AKLAD work as owners of organization with high team spirit among each other. Studies have shown that responsibilities can be equated to duties and in turn have a significant effect on organization success at large (Meyer et al., 1989; Ryan & Kossek, 2008). Responsibility will help workers to put in their very best in realizing various organizational goals and objectives. Human resource is considered to be organization's most vital component, so a good Human resource is regarded to be organization's competitive advantage (Chatman, 1991; Jarrod, 2008). According to Felsted (2002), when workers show great committed, there will be high retention and low turnover. Also, Patrick (2006) reported that when workers are engaged, it boosts organization performance (Khan & Khan, 2011; Bergkvist & Taylor, 2016). Furthermore, Davis & Pink-Harper (2016) and Rofcanin et al., (2017) established that other related theories relevant to this study can be elucidated in the framework of associations between family and work. This could be perceived in various forms: separate form, mutual form and blending form (Akintayo, 2010; LaCrosse et al., 2016; Friedland & Cole, 2017). However, these different forms has been expounded by spillover theory, role theory, boundary theory and compensation theory (Akintayo, 2010; William, & Laird, 2016; Hjerto & Kuvaas, 2017).

In addition to our anchor theory, other adopted models used in this study are as follows: work-family interface model, role conflict model, and gender differences model (Gutek et al,1992; Clark, 2000; Khan & Khan, 2011; Bergkvist & Taylor, 2016; LaCrosse et al., 2016). Specifically, the work-family interface model explains causation and consequences of work-family conflict (Clark, 2000; William, & Laird, 2016; Hjerto & Kuvaas, 2017). One good example of **Work –Family Role Conflict Theory is the Work- family linkage related theory**, which has been one of the few dominant theories since 1960s. the theory is a combination of HR management and organized sociology behavior (Frone, 2000; LaCrosse et al., 2016; Friedland & Cole, 2017). Based on several recent literatures reviewed in this study (Frone, 2000; Clark, 2000; Baltes & Heydens-Gahir, 2003; Flippo, 2005; Greenhaus & Powell, 2006; Cinamon, 2006; Ajiboye, 2008; Ryan & Kossek, 2008; Jarrod, 2008; Akintayo, 2010; Allen, 2012; Davis & Pink-Harper, 2016; Rofcanin et al., 2017), It involves three major forms:

The first is tagged Separate Sphere Pattern-Role Theory, in which role is seen as a projected attitudes that frequently emerges from social class or status in the society (Frone, 2000; LaCrosse et al., 2016; Friedland & Cole, 2017). This simply means that sex role has significant impact on both social and physical dimensions. This is on the premise that a woman's role is expected to depicts a good mother and wife to the husband, while the role of a men

is to work and provide for the family. In addition, Lambert (1990) also asserts that family and work responsibilities require appropriate separation and clarity, for the two to have mutual benefits.

The second theory is the Mutual Pattern-Spillover Theory (or Compensation Theory). This theory was postulated by Ling (2009), as the study of shared impacts between family and work (Clark, 2000). This is on the premise that each system (family and work) could have a ‘spillover effect’ on the other (Baltes & Heydens-Gahir, 2003; Friedland & Cole, 2017; Ejohwomu et al., 2017). However, the spillovers could be positive or negative. A positive spillover is when the level of achievement and satisfaction derived from one field influences the other field positively. Negative spillover, on the other hand, is when the level of depression and difficulties in an employee’s family are brought to another field (work). Usually, the spillover effects undermine the impact of social and political institutions, in the quest to understand the relationships between family and work roles (Flippo, 2005; Bergkvist & Taylor, 2016).

Lastly, the Integration Pattern- Boundary Theory was positioned by Clarks (2000), to show the boundaries between family and work; which are physiological boundary, mental boundary, and time boundary. Workers are therefore perceived to be boarders-crossers who constantly transit from work to home environment on a daily basis. ‘Boundary theory is mostly adopted in family and work issues, such as flexible time and work from home studies (Desrochers & Sargent, 2004; Bergkvist & Taylor, 2016). This provides workers with opportunity to seek better boundary between family and work roles. However, information technology has contributed to the complexities in the boundary between work and family. Although, boundary theory does not make explicit provision for changing some aspects of family and work roles, nonetheless, individual workers have the capacity to change the boundary that exists between the two to some degrees (Greenhaus & Powell, 2006; Karaosmanoglu et al., 2016).

In the context of employees’ commitment, various diverse theoretical perspectives have been engaged in the study. These include: commitment-related behaviors, commitment-related attitudes, the investment approach and the exchange approach (Jarrod, 2008; Akintayo, 2010; Allen, 2012). Consequently, various models of Organizational Performance were also reviewed in the study to compliment the earlier theories and models of both work-family roles, and employees’ commitment. These include: the Goal-Based Model of Effectiveness (this opines that the purpose of a firm’s effectiveness is towards the realization of its own distinctive set of goals) (Karaosmanoglu et al., 2016). Others are the Multiple Constituency Model of Performance (Yuchtman & Seashore, 1967; Robert, 2004; Barney et al, 2002) and the Systems Model of Performance (Ford & Schellenberg, 1982; Robert, 2004; Costa & Pedro, 2017).

However, the foundation model for this study is the Role conflict model (Kopelman et al, 1983). From the context of this model, family-work conflict is dependent on role conflict. Similar to our study, the model also divided conflicts distinctively into work and family dichotomy. Our foundational model (role conflict model) was postulated by Kopelman et al (1983), and shows the positive correlation between work and family conflicts and inter-role conflict. However, the three kinds of conflict are said to independently have an inverse correlation with family and job satisfaction, while, family and job satisfaction are also positively interconnected to life satisfaction (Akintayo, 2010; Allen, 2012; He & Fang, 2016; Jayamohan et al., 2017). Our source model is depicted in figure 1. Most of our constructs were adapted from this source model.

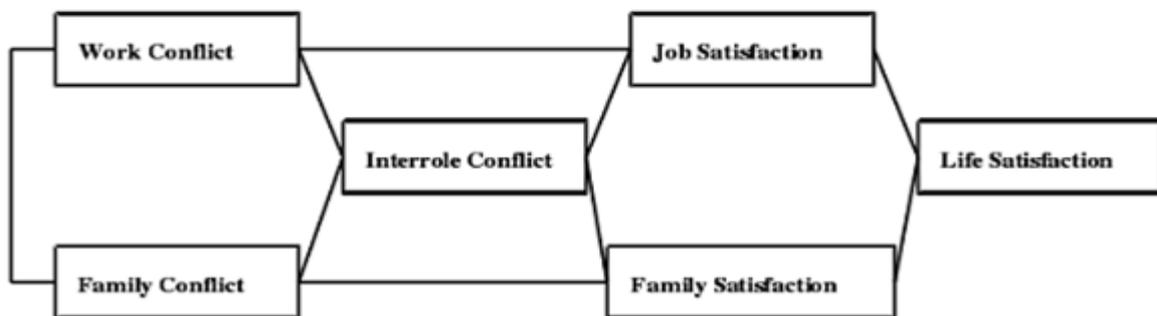


Figure 1: Model of work-family conflict

Source: (Ford & Schellenberg, 1982 and Kopelman et al, 1983).

2.3 Empirical Review

2.3.1 Empirical Review on Work-Family Role Conflicts

Work-family role conflict is presently a pivotal factor when considering organizational commitment (Jarrod, 2008; He & Fang, 2016; Jayamohan et al., 2017). Consequently, there is an increasing competitive pressure among organizations to boost productivity, which in turn demands more commitment in terms of working hours from the employees. These significantly reduce the number of hours employees spend with family members. In addition, the structure of most organisations’ workforce has been altered in recent years with a transactional upsurge among women in the workplace and more men getting involved in family life (Akintayo, 2010; Cardson, 2005; He & Fang, 2016; Jayamohan et al., 2017). Also there is an increasing trend in both ‘dual couple’s income earners’ and single parenting our society today (Flippo, 2005; He & Fang, 2016; Jayamohan et al., 2017). The impact of the above trends has been adequately documented in many previous studies (Flippo, 2005; McNulty, 2016; Pardo & Alfonso,

2017). In addition, conflict can also arise when workers make more effort to satisfy their work demands while undermining or ignoring family demands (Allen, 2012; Sanders & Yang, 2016).

In contrast to the above negative justpositions, many studies have also documented the benefits of a properly managed work-family role relationships on company's performance (Gutek et al,1992; Clark, 2000; Frone, 2000; Baltes & Heydens-Gahir, 2003; Flippo, 2005). While numerous approaches to the management of work-family conflicts were suggested, in order to help companies improve both employees' commitment, competitiveness and organizational performance (Baltes & Heydens-Gahir, 2003; Flippo, 2005; He & Fang, 2016; Jayamohan et al., 2017). In most cases, these efforts is seen as a holistic method that seeks to integrate all aspect of work-family conflicts toward meeting customer needs and organizational performance (Gutek et al,1992; Clark, 2000; Friedland & Cole, 2017; Ejohwomu et al., 2017). Various authors also argued and empirically tested the positive impact of a properly managed work-family conflicts relationships directly on company's performance in terms of improved employees' commitment, operating and financial results, and customer satisfaction (Adebola, 2005; Ajiboye, 2008; Friedland & Cole, 2017; Ejohwomu et al., 2017).

Unfortunately, most previous studies reported negative consequences of work-family conflicts relationships in both developed and developing economies (Gutek et al,1992; Galinsky et al, 1996; George ,2000; Martins et al, 2002; Flippo, 2005; He & Fang, 2016; Jayamohan et al., 2017). Some studies have found that women are more susceptible to work-family conflict (Gutek et al, 1992). Explicitly, Martins et al (2002) reported a negative influence on employee's job commitment and time management, when employees are encountering high level of work-family role conflict. Accordingly Martins et al, (2002) proposed 'safety at work' to reduce the negative effects of work-family role conflict experienced in the studied organisations. In a similar study, George (2000) also proposed 'emotional intelligence' as a tool for moderating the interplay between family-work role conflict and job satisfaction, as well as, the relationships between family-work role conflict and career commitment (George, 2000; Jarrod, 2008). Furthermore, empowerment creates a sense of being appreciated among the workforce and that their feedback on performance is of great value to the organization. The contribution of the employees and their ingenuity cannot be over emphasized in the well-being of the organization, this in turn helps the employees to be conscious of the fact they are responsible for their actions in the environment where they are (Jarrod, 2008; Allen, 2012; Ovidiu-Iliuta, 2013). Consequent upon the various reviewed literatures, this study hypothesized as follows:

H0₁: there is no significant relationship between work-family role conflict and employee commitment

H0₂: there is no significant relationship between work-family role conflict and organizational performance

H0₃: employees' commitment cannot significantly mediate between work-family role conflicts and organization's performance

H0₄: there is no significant indicative difference between the work-family role conflict of male and female respondents

H0₅: there is no significant difference between work-family role conflict of single and married employees

H0₆: there is no significant difference between employee commitment of male and female employees

All the hypotheses were deemed to be adequately stated in null form based on results and methods from our reviewed studies (Flippo, 2005; Greenhaus & Powell, 2006; Cinamon, 2006; Ajiboye, 2008; Ryan & Kossek, 2008; Jarrod, 2008; Akitayo, 2010; Allen, 2012; Ovidiu-Iliuta, 2013; Lavassani & Movahedi, 2014)

3 Methodology

The survey research design was deemed appropriate, and was subsequently adopted in this study (Shamoo & Resnik, 2003). The design was adopted because of its capability in predicting the outcome variables (employees' commitment and organizational performance) as a result of the various interplays in employee's work-family role conflicts relationships. This research was carried out in AKLAD Interlink Concept Limited, Ibadan, Nigeria. A mixed method procedure and methodology was adopted. This involved both qualitative and quantitative research method of data collection and analysis (Anderson , 2009). The population of the study was (1, 047) one thousand and forty seven employees of AKLAD Interlink Concept Limited.

The categorization of the population (1,047) for this study comprised is depicted as follows: 1. Field Staff (353); 2. Administrative staff (445); and Technical Staff (239). These categories of staff (Field, Administrative and technical) were deemed capable of predicting the effects of the explanatory variables (work-family role conflict) on the dependent/ outcome variables (employees' commitment and organizational performance). Stratified random sampling technique was used to select all respondents from the three identified stratum (Costa & Pedro, 2017). The final sample size (respondents) was determined using the Slovene's formula, as computed and used in Anderson (2009) to determine the minimum sample size. Consequently, a sample base of 140 respondents was computed (Costa & Pedro, 2017). However, based on the various response rates achieved in previous studies, the final sample size was settled at 155 (McNulty, 2016; Pardo & Alfonso, 2017; Sanders & Yang, 2016; Davis & Pink-Harper, 2016; Rofcanin et al., 2017). This was due to the fact that not all respondents would return or completed their copies of questionnaires successfully, as many might be rejected due to these issues (McNulty, 2016; Pardo & Alfonso, 2017). Specifically, the final samples were randomly settled at 52 (Field Staff), 67 (Administrative staff), and 36 (Technical Staff).

A questionnaire titled "Work –family role conflict, Employee commitment and organization performance questionnaire – WFRCECAOPQ" was specifically used to collect data from our respondents. The questionnaire was

divided into four sections: Section A depicts the biographical information of employees; Section B contains items/questions measuring work-family role conflict scale, a 10 item-scale adapted from previous studies (Gutek et al., 1991; McNulty, 2016; Pardo & Alfonso, 2017). Section C of the questionnaire contains a 21 item scale measuring employee Commitment; a scale also adapted from previous literatures (Allen & Meyer, 2000; Sanders & Yang, 2016; Davis & Pink-Harper, 2016; Rofcanin et al., 2017). This instruments had been previously validated in the Nigerian context by Akintayo (2010). Finally, Section D contains a 10-point item scale measuring organizational performance (Allen & Meyer, 2000; Ryan & Kossek, 2008; Davis & Pink-Harper, 2016; Rofcanin et al., 2017). A formal approval (local approval) letter, to administer the copies of questionnaires, was obtained from Aklad Interlink Concept Limited. Thereafter, the copies of questionnaires was personally distributed during office hours. The questionnaires were administered within a time frame of two-three weeks. Thereafter, all returned copies of questionnaires were sorted and coded into a spread sheet. Various statistical tools were adopted to analysis the data collected. Specifically, both simple and multiple regression Analysis was used to test hypothesis 1, 2, and 3, while analysis of variance (ANOVA) was used to test hypothesis 4, 5, and 6 respectively.

3.1 Validity and Reliability of Instrument

The instrument was initially subjected to face validity, by giving the drafts to my supervisor to ensure that the information contained were appropriate and consistent before conducting the research (Zinko et al., 2016; Hjerto & Kuvaas, 2017). Furthermore, content validity test was conducted by giving the adjusted questionnaires to five Experts on work- family role conflicts (Costa & Pedro Neves, 2017; Jayamohan ., Alexander & Moss, 2017). Thereafter, a content validity index (CVI) was computed similar to the computations in previous studies (Pardo & Alfonso, 2017). In all, a CVI index of 0.86 was contrived. Consequently, the instrument was adjudged acceptable and valid, since it was above the recommended minimum of 0.70 (Ejohwomu., Olalekan & Ka, 2017). According to Hjerto and Kuvaas (2017), reliability analysis is the process of measuring and ascertaining the dependability, consistency, and replicability of the finding from any research effort.

To test the validity of my instrument (questionnaire), I conducted a pilot test using convenience sampling method (since subject were selected because of its convenient accessibility). At this stage 10 copies of drafted questionnaires were administered to selected workers of Aklad Interlink Concept Limited. These set of respondents were exempted from participating in the main study so as not to introduce biases (Bergkvist & Taylor, 2016). The 10 questionnaires were retrieved and subsequently analysed to test the validity and reliability of our instrument. However, in-spite of the various critics of Cronbach's alpha (traditional reliability measures that is obtained via the supposition of parallelity, and all error variances deemed constrained to be equal); Cronbach's alpha was the main method for testing the reliability of our instrument (Flippo, 2005; Friedland & Cole, 2017). This is on the premise of Coefficient alpha's assumption of uncorrelated errors of measurement and most importantly, its fulfilment of the assumptions of tau-equivalence and parallelism (Friedland & Cole, 2017; Ejohwomu et al., 2017). In addition, due to the various critics, a suggestion by previous scholars, to use other measures of scale reliability, was adopted (Clark, 2000; Frone, 2000). Hence, additional estimation of both composite reliability (CR) and Average Variance extracted (AVE) was done using Gutek et al.'s (1992) formula. It is important to note that, while Cronbach-alpha is tagged internal consistency of individual item measures, both composite reliability and average variance extracted measures the overall reliability of the entire (constructs) scale items (Flippo, 2005; Friedland & Cole, 2017). While Composite reliability is expected to be equal to or greater than 0.7, AVE on the other hand, should be greater than 0.5, for the instrument (questionnaire) to be deemed reliable (Clark, 2000; Frone, 2000).

Consequently, the following reliability validation results were obtained, via statistical package for social sciences (SPSS) software version 23: A Cronbach alpha coefficient of 0.84 (work-family conflict scale), 0.91 (employee commitment scale), 0.92 (organizational performance scale); Composite reliability coefficient of 0.71; and Average Variance Extracted of 0.73 (Rofcanin ., Kiefer & Strauss, 2017; Costa & Pedro Neves, 2017; Jayamohan ., Alexander & Moss, 2017). All reliability coefficients were deemed adequate, reliable and above the recommended minimum (Rofcanin ., Kiefer & Strauss, 2017; Costa & Pedro Neves, 2017). This also lends credence to my observations that the questionnaires questions were easily understood by staffs of Aklad Interlink concept Limited. In summary, the results from our pilot study, was subsequently used to construct a questionnaire (Appendix 1), similar to the items used in previous work of Gutek et al (1992), Clark (2000), Frone (2000), Flippo (2005), Friedland and Cole (2017) and Ejohwomu et al. (2017). Initially, the drafted questionnaire contained a list of 45-scale items was gathered before the validation of the instrument. However, after face and construct validation test (based on the input of the project supervisor and the experts opinion on the relevance and appropriateness of these items) the list of the various items used to measure the various constructs was reduced to 41 (Clark, 2000; Frone, 2000), due to unfamiliarity with four of the initial scale items. This process of data reduction is tagged "data purification" (Costa & Pedro Neves, 2017). The 'purified', 41 items was subsequently, administered to the selected respondents during the main study.

4 Results and Discussion of findings

4.1. Descriptive and Inferential statistical analysis

Simple percentage method was used to analyse the respondent's demographic data while the six (6) research hypotheses were tested using simple and multiple regression analysis; as well as, Analysis Of Variance (ANOVA)

statistical techniques. In all, 155 questionnaires were administered to the respondent, out of which 146 were deemed successfully completed and returned, this gave a response rate of 94%..

4.2. Demographic Characteristics of Respondents

The following table (table 4.1) shows the summary of respondents' according to their demographical information.

Table 4.1 Demographic Characteristics of Respondents

S/N		Characteristics of respondent	Frequency	Percent (%)
A	Sex	Male	76	52.1
		Female	70	47.9
		Total	146	100
B	Age	18-25	30	20.5
		26-35	39	26.7
		36-45	45	30.8
		46-55	22	15.1
		56-65	10	6.8
		Total	146	100
C	Years in service	1-5	48	32.9
		6-10	35	24
		11-15	23	15.8
		16-20	7	4.8
		21-25	3	2.1
		26-30	5	3.4
		31 and above	2	1.4
		Missing System	23	15.8
		Total	146	100
D	Marital Status	Single	51	34.9
		Married	89	61
		Widower	1	0.7
		Divorced	4	2.7
		Missing System	1	0.7
		Total	146	100
E	Living with Children	Yes	93	64.1
		No	52	35.9
		Total	145	100
F	Academic Qualification	Ph.D	4	2.8
		MSc	24	16.6
		BSc	45	31
		HND	24	16.6
		ND/NCE	15	10.3
		SSCE	27	18.6
		Others	6	4.1
		Total	145	100
G	Designation	Field staff	26	18.2
		Administration	36	25.2
		Technical	17	11.9
		Others	63	44.1
		Total	143	100

In addition, the correlations in table 4.2 shows positive significant relationships amongst the constructs, at various levels of significance (*p<0.1, **p<0.05, ***p<0.001). The mean and the standard deviations among the constructs are also robust and validates the various data collection (McNulty, 2016; Pardo & Alfonso, 2017).

Table 4.2: Mean, standard deviations (SD), and correlations of the main regression variables

Constructs	Obs.	Mean	SD	1	2	3
OPERF	146	3.21	6.44	1.00		
EC	146	3.33	7.33	0.39***	1.00	
WFRC	146	3.24	3.31	0.35*	0.31**	1.00

Note: *p<0.1, **p<0.05, ***p<0.001

In addition to the above correlational analysis, to be able to draw conclusions based on our multiple regression analysis, the following assumptions were tested and deemed fulfilled: Independent Errors and No Perfect Multicollinearity (Ling, 2009; Akintayo, 2010). In identifying multicollinearity, we scan, for example, the correlation matrix (table 4.2) of all our constructs and we discovered that there are no correlations above 0.80 (Guttek et al, 1992; Clark, 2000). In addition, coefficients of our various Tolerance (Tol) and Variance Inflation (VIF) were all within the required limits (Frone, 2000; Baltes & Heydens-Gahir, 2003). Our study also refuted the presence of independent errors (that is, residuals are uncorrelated), since all the calculated Durbin-Watson ranges between 2.101 to 2.115 (Jarrod, 2008; Ling, 2009; Akintayo, 2010). However, the range simply depicts a negative correlation between residuals (Anuttarankul et al., 2011; Allen, 2012).

4.3 Testing of Research Hypotheses

Based on statistical software used in previous studies, the Statistical Package for Social Sciences (SPSS) version 21 was adjudged the most appropriate in analyzing the various data collected in this research (Costa & Pedro, 2017; He & Fang, 2016).

Hypothesis I

Presentation, Analysis and Interpretation of the Result of Research Hypothesis 1

H0₁: there is no significant relationship between work-family role conflict and employee commitment

4.3.1. Model Specification and Measurement of Variables for Hypothesis 1

MODEL

$$EC = \alpha_0 + \alpha_1 WFRC + \varepsilon \text{ ----- (4.1)}$$

Where, EC represents employee commitment and this was measured using the difference between agree and disagree responses on the test items assuming that indifferent responses remained unchanged.

WFRC is the work-family role conflict which was measured using the number of test items for the independent variable. α_0 and α_1 are the estimated parameters, while ε is the error term. The estimate of α_1 is expected to be negative because an increase in work-family conflict will lead to a fall in the employees commitment to the organization.

However, since the fit of our model was deemed very vital, so as to ascertain whether all the items were nested correctly within it (Hair., Anderson., Tatham, & Black, 1995; Hair., Anderson., Tatham, & Black, 1998; Baltes & Heydens-Gahir, 2003). Consequently, different type of “goodness of fit” indices was adopted (Flippo, 2005; Jarrod, 2008; Ling, 2009; Akintayo, 2010). In all, the results of the various calculated goodness of fit indices (the normed X² or X²/df ratio=2.305; the root mean square Error of Approximation (RMSEA)= 0.053; the comparative fit index (CFI)= 0.96; Tucker-Lewis Index (TLI)= 0.96; Normed Fit Index (NFI)=0.97; Incremental Fit Index (IFI)=0.95) confirmed a good fit, since all falls within the acceptable fit criteria (Hair et al., 1995; Hair et al., 1998; Jarrod, 2008; Ling, 2009; Akintayo, 2010; Friedland & Cole, 2017; Ejohwomu et al., 2017).

Regression Analysis

Table 4.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.852	0.722	0.624	0.432

Source: Researcher Framework, 2017

From table 4.3, the R squared (coefficient of determination), a measure of variations in outcome variable due to changes in explanatory variables, was 0.722. This simply implied that there was 72% variation in employee commitment are due to work-family role conflict, while the 28% are factors which affect employee commitment but are not captured in the model.

Table 4.4 ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	287.317	2	143.658	135.654	.000
Residual	152.615	144	1.059		
Total	439.932	146			

Source: Researcher Framework, 2017

The p-value for the F-calculated of 0.00 was greater than the critical value of 0.05, for this, the researcher reject the null hypothesis which states that there is no significant relationship between work-family role conflict and employee commitment and accept the alternative hypothesis of a significant relationship between work-family role conflict and employee commitment. Thus, we can conclude that work-family role conflicts had significant relationship (prediction) with employee commitment in the selected organization.

Table 4.5: Test of Individual Regression Coefficient (Employee Commitment (EC) on Work-Family Role Conflict (WFRC)) Coefficients

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
WFRC	-2.060	0.814	.742	-2.531	.0491
Constant	15.284	2.923		5.229	.008

Source: Researcher Framework, 2017

The result in table 4.5 depicts work-family role conflict as a significant factor influencing employee commitment and this is significant at 5 per cent level. Thus, a unit change in work-family role conflict will lead to about 2.06 decreases in employee commitment. Thus, we can conclude that work-family role conflicts will predict employee commitment to the organization.

Hypothesis II

Presentation, Analysis and Interpretation of the Result of Research Hypothesis 1

H0₂: there is no significant relationship between work-family role conflict and organizational performance

4.3.2. Model Specification and Measurement of Variables for Hypothesis 2

MODEL

$$OPERF = \alpha_0 + \alpha_1 WFRC + \varepsilon \text{ ----- (4.2)}$$

Where, OPERF represents organizational performance and this was measured using the difference between agree and disagree responses on the test items assuming that indifferent responses remained unchanged.

WFRC is the work-family role conflict which was measured using the number of test items for the independent variable. α_0 and α_1 are the estimated parameters, while ε is the error term.

The estimate of α_1 is expected to be negative because an increase in work-family conflict will lead to a fall in the organizational performance.

Regression Analysis

Table 4.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.630 ^a	.565	.564	.46888

Source: Researcher Framework, 2017

From table 4.6, the R squared was 0.565, which implied a 56% variation in organisational performance are due to changes in work-family role conflict, while the remaining 44% are factors which affect work-family role conflict but are not captured in the model.

Table 4.7 ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	370.927	2	185.463	168.909	.000
Residual	158.040	144	1.098		
Total	528.966	146			

Source: Researcher Framework, 2017

Interpretation

The p-value for the F-calculated of 0.000 (sig.) was less than the critical value of 0.05, for this, the researcher reject the null hypothesis of no significant relationship between work-family role conflict and organizational performance and accept the alternative hypothesis that work-family role conflicts will predict organizational performance

Table 4.8: Test of Individual Regression Coefficient (Organization Performance (OPERF) on Work-Family Role Conflict (WFRC))

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	.166	.053		3.108	.002
WFRC	-1.004	.024	.930	-41.076	.001

Source: Researcher Framework, 2017

The estimated parameter for work-family role conflict is negative and statistically significant at 1 per cent level. Thus, work-family role conflict is a significant factor influencing organizational performance. A unit change in work-family role conflict will lead to about 1.004 units fall in organizational performance. Thus, we can conclude that the alternative hypothesis which states that work-family role conflicts will predict organizational performance is accepted.

Hypothesis III

Presentation, Analysis and Interpretation of the Result of Research Hypothesis 3

H0₃: employees’ commitment cannot significantly mediate between work-family role conflicts and organization's performance

4.3.3. Model Specification and Measurement of Variables for Hypothesis 3

MODEL

$$OPERF = \alpha_0 + \alpha_1 WFRC + \alpha_2 EC + \varepsilon \text{ -----(4.2)}$$

Where, OPERF represents organizational performance and this was measured using the difference between agree and disagree responses on the test items assuming that indifferent responses remained unchanged.

WFRC Represents work-family role conflict and EC stands for employee commitment, and both were measured using the number of test items for the independent variable. α_0, α_1 and α_2 are the estimated parameters, while ε is the error term. The estimate of α_1 and α_2 are expected to be negative because an increase in work-family conflict and employee commitment will lead to a fall in the organizational performance.

Regression Analysis

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.781 ^a	.611	.609	.79536

Source: Researcher Framework, 2017

From table 4.9, the adjusted R squared figure of 0.609 posits that a 61% variation in organizational performance are due to changes in work-family role conflict and employee commitment, while the remaining 39% are factors which affect organisational performance but are not captured in the model.

Table 4.10 ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	461.961	3	153.987	131.951	.000
Residual	167.005	143	1.167		
Total	628.966	146			

Source: Researcher Framework, 2017

The p-value for the F-calculated of 0.000 was less than the critical value of 0.05, consequently, the null hypothesis which stated that employees’ commitment cannot significantly mediate between work-family role conflicts and organization's performance was rejected and accept the alternative hypothesis that employees’ commitment will significantly mediate between work-family role conflicts and organization's performance.

Table 4.11: Test of Individual Regression Coefficient (Organizational Performance (OPERF) on Work-Family role conflict (WFRC) and employee commitment (EC))

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	0.463	.090		5.121	.000
WFRC	-0.726	.036	.781	-20.350	.000
EC	-0.642	.049	.871	-13.102	.000

Source: Researcher Framework, 2017

Interpretation

The parameter estimates observed a negative relationship between work-family role conflicts, employee commitment on organizational performance. In addition, work-family role conflicts and employee commitment were statistically significant at 1 per cent level; this implies that work-family role conflicts and employee commitment are significant factors influencing organizational performance. Also, a unit change in work-family role conflicts and employee commitment will lead to a unit decrease of 0.73 and 0.64 in organizational performance.

4.3.4. Presentation, Analysis and Interpretation of the Result of Research Hypothesis IV

Hypothesis IV

H0₄: there is no significant indicative difference between the work-family role conflict of male and female respondents

Table 4.12 Analysis of Variance (ANOVA) on the Relationship between the work-family role conflict of male and female respondents.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	357.054	2	178.527	149.520	.000
Residual	171.912	144	1.194		
Total	428.966	146			

Source: Researcher Framework, 2017

The F -calculated of 149.52 is greater than the tabulated F -statistic of 4.61 at 1% level of significance; thus, the null hypothesis was rejected. Thus, we accept the alternative hypothesis that there is a significant indicative difference between the work-family role conflict of male and female employees.

4.3.5. Presentation, Analysis and Interpretation of the Result of Research Hypothesis V

Hypothesis V

H0₅: there is no significant difference between work-family role conflict of single and married employees.

Table 4.13 Analysis of Variance (ANOVA) on the Relationship between the work-family role conflict of married and single respondents.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	352.496	2	176.248	91.843	.000
Residual	276.470	144	1.919		
Total	628.966	146			

Source: Researcher Framework, 2017

The F -calculated of 91.84 is greater than the tabulated F -statistic of 4.61 at 1% level of significance; thus, the null hypothesis was rejected. Thus, we accept the alternative hypothesis that there is a significant difference between work-family role conflict of single and married employees

4.3.6. Presentation, Analysis and Interpretation of the Result of Research Hypothesis VI

Hypothesis VI

H0₆: there is no significant difference between employee commitment of male and female employees.

Table 4.14: Analysis of Variance (ANOVA) on the relationship between employee commitment of male and female respondents.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	442.921	2	221.460	262.082	.000
Within Groups	121.695	144	.845		
Total	564.616	146			

Source: Researcher Framework, 2017

The F -calculated of 262.08 is greater than the tabulated F -statistic of 4.61 at 1% level of significance; thus, the null hypothesis was rejected. Thus, we accept the alternative hypothesis that there is a significant difference between employee commitment of male and female employees.

4.4 Discussion of Findings

Our first hypothesis in this study examined either work-family role conflict will not predict employee commitment to the organization. With the aid of the regression analysis, the result of the study rejects the null hypothesis and accepts the alternative hypothesis that work-family role conflicts predict employee commitment to the organization. In addition, we found that there is a negative significant relationship between work-family conflict and employee performance. This study is in conformity with many findings from previous studies (Judge et al., 2002; Baltes & Heydens-Gahir, 2003; Flippo, 2005; Ajiboye, 2008; Ryan & Kossek, 2008; Jarrod, 2008; Ling, 2009; Akintayo, 2010; Anuttarangkul et al., 2011; Allen, 2012).

Secondly, the findings also shows a negative and significant relationship between work family conflict and organizational performance at 5 per cent level. Consequently, this finding is similar to previous studies on the relationship between work-family conflict and organizational performance (Amstad et al., 2011; Baltes & Heydens-Gahir, 2003; Ling, 2009; Akintayo, 2010; Anuttarangkul et al., 2011; Allen, 2012).

Thirdly, the results of the study suggest a significant difference in work-family role conflict of both married and single respondents. Using the analysis of variance, there is strong evidence, at 5 per cent level of significance, of a significant difference between work-family role conflicts and the marital status of employees. Similar findings to this studies could be found in the work of previous authors (Jarrod, 2008; Ling, 2009; Akintayo, 2010; Anuttarangkul et al., 2011; Allen, 2012). Also, the hypothesis of no significant relationships between the work-family role conflict of men and women respondents were refuted. This suggests that there is a statistical different

between work-family conflict and men and women. This result is in conformity with Edwards & Rothbard (2000), who examined the work experiences of married couples.

In a departure from previous studies, our findings differs from many previous studies too (Guttek et al,1992; Clark, 2000; Frone, 2000; Baltes & Heydens-Gahir, 2003; Flippo, 2005). Specifically, Guttek et al. (1992) and Clark (2000) documented the benefits of a their studies on work-family role relationships on company's performance (Guttek et al,1992; Clark, 2000; Frone, 2000; Baltes & Heydens-Gahir, 2003; Flippo, 2005). Supporting the positive dispositions, Baltes and Heydens-Gahir (2003) and Flippo (2005) highlighted various approaches to the management of work-family conflicts, in order to help companies improve both employees' commitment, competitiveness and organizational performance (Baltes & Heydens-Gahir, 2003; Flippo, 2005; He & Fang, 2016; Jayamohan et al., 2017). Most of these studies, reporting contrary findings, were conducted in developed and emerging countries, with different orientations, and cultures that accommodates functional conflicts in organisations (Baltes & Heydens-Gahir, 2003; Flippo, 2005; He & Fang, 2016). To that extents, many of the studies even sees conflict management mechanism as a holistic method that seeks to integrate all aspect of work-family role conflicts toward meeting customer needs and organizational performance (Guttek et al,1992; Clark, 2000; Friedland & Cole, 2017; Ejohwomu et al., 2017).

5 Conclusion and implications of findings

The study specifically examines the effect of work-family role conflict on both employee's commitment and organizational performance using AKLAD Interlink Concept. The scope of the study was also clearly spelled out. Theoretical framework and empirical literature work-family role conflicts, employee's commitment as well as organizational performance also justifies the study. Primary data were used in the study, and the respondents were selected across various units and departments of the study. In all a total of one hundred and fifty five questionnaires were distributed. The information collected from the questionnaires was analysed with the help of descriptive and inferential statistics. The hypotheses were tested using simple linear regression, multiple regression and analysis of variance (ANOVA) and. In all, 155 questionnaires were administered to the respondent, out of which 146 were successfully completed, returned and analysed, this gave a response rate of 94%. In this study, six hypotheses were tested to validate or refute our contrived hypotheses.

Based on the number of objectives, questions and hypotheses tested in this study, the following conclusions emanated from this study: that there is a significant relationship between work-family role conflict and employee commitment; that there is a significant relationship between work-family role conflict and organizational performance; that employees' commitment will significantly mediate between work-family role conflicts and organization's performance; that there is a significant indicative difference between the work-family role conflict of male and female respondents; that there is a significant difference between work-family role conflict of single and married employees; and finally, that there is a significant difference between employee commitment of male and female employees of AKLAD Interlink Concept, Ibadan, Nigeria.

5.1 Recommendations

In the context of above conclusions, the following recommendations were suggested:

- i. Organizations should always ensure that workers balance that social lives, because of the significant negative influence of work-family role conflict on employees' level of commitment to the organization.
- ii. Firms should try to encourage their staff to have good attitude to work, so as to impact positively on the firms.
- iii. It was also discovered that a significant relationship exist between the work-family role conflicts of both male and female on one hand, and married and single respondents on the other hand. Thus, it recommended that firms should try to give special attention to the gender issues and marital issues of their employees.
- iv. Also, the organization should make their employees see their place of work as theirs so that they can put in their best. At best, firms can introduce an enhanced reward system that will motivate staff to improve the level of their productivity.

Specifically, based on the negative relationships between work-family role conflict and organizational performance in our study, thus there is urgent need for recognized and acceptable work-family role policies such as organizations child care center and flexible work schedules; these could potentially reduce the conflicts of work-family relations (Ryan & Kossek, 2008). To improve work-family balance and the negative impact of work-family conflict, organizations should promote/encourage and advocates for a healthy work-family relationship to support struggling couples in their establishments. By providing trainings, organizations could assist individual staff on how to psychologically disconnect from work when the need arises (Jarrod, 2008; Akintayo, 2010; Allen, 2012).

5.2 Implications and Contributions to Knowledge

This study has several practical, managerial and theoretical implications (McNulty, 2016; Pardo & Alfonso, 2017). First, our findings posits that work-family conflict and employee's commitment are negatively related. This underscores the need for organizations to motivate her staff most especially in the area of human capacity development. In addition, firms or organization should strive to make the work place performance driven. Also,

educators can use the result output to help struggling families manage any work-family role conflict that may exist in their various organisations, as well as, the undesirable effect that work-family role conflict may have on individual employee's family, social and work engagements (Jayamohan et al., 2017).

From a managerial viewpoint, this study documented the benefits of a properly managed work-family role relationships on both employees' commitment and organizational performance (Gutek et al, 1992; Clark, 2000; Frone, 2000; Baltes & Heydens-Gahir, 2003; Flippo, 2005). It is also important for managers and leaders to view a strategic work-family conflicts management interventions efforts as a holistic method that seeks to integrate all aspect of work-family role conflicts toward improving employees' commitment to duties, as well as, organizational performance (Gutek et al,1992; Clark, 2000; Friedland & Cole, 2017; Ejohwomu et al., 2017).

This study also contributes to literatures, by empirically tested the impact of a properly managed work-family role conflicts relationships on company's performance in terms of improved employees' commitment and organizational performance (Adebola, 2005; Ajiboye, 2008; Friedland & Cole, 2017; Ejohwomu et al., 2017). In terms of theoretical implications and contributions, this study validated the theoretical propositions for the study (Jayamohan et al., 2017; McNulty, 2016). In addition, there is plethora of literature on work-family conflict studies in the world over. However, there are little studies who have examined its impact on organization performance, and by extension testing the mediating influence of employees' commitment in the Nigerian context (Sanders & Yang, 2016; Ejohwomu et al., 2017). This study also seems to be one of the few studies to test the effect of work-family conflict on subjective (rather than objective measures) measures of performance; a gap identified by previous studies (Akinlayo, 2010; Allen, 2012; LaCrosse et al., 2016; Friedland & Cole, 2017; Ejohwomu et al., 2017).

5.3 Limitations and suggestions for further studies

Our study has several potential limitations. First, is the common limitation of all survey studies, using perceptual (subjective) measures. Specifically, there is the likelihood of presentational bias on the choice of the performance variable (a perceptual measure) this is because it is anchored on the self-judgment and different studies could use different items to capture both the dependent and the independent variables. The study might not be capable of being generalized to other organisations in the industry, due to the scope of our study (Ryan & Kossek, 2008; Jarrod, 2008). Another limitation of this study arises from the inflated observational relationship of the estimated parameters owing to the common-method adopted. In an attempt to reduce the problems that might suffice using the common method, the study closely followed the recommendations proffered by Podsakoff (2003). One, we gave assurance to the respondents that their response to the test items were strictly confidential. Two, the design of our test items from the questionnaire do not give room for a directional causal relationship between work-family conflict and job performance, as well as organizational effectiveness. Three, the study used five likert scale which has been well established in the literature on work-family conflict and job performance (Netemeyer et al., 1996).

Consequent upon the above limitations, future studies could focus on the followings;

- i. There is the need to examine the role of stress in the work place, asides from the psychological impact of work and family conflict
- ii. Future studies may examine the work-family conflict and interpersonal conflicts.
- iii. In addition, this study assessed the effect of work-family role conflicts on perceptual measures of performance. Knowing full well that job performance is multi-facets, consequently, future studies should use other forms of job performance measures such as personal initiative and quantitative measures of organizational performance. This might also have inverse relationship with the various dimensions of the work-family role conflicts relationships (Netemeyer et al., 1996; LaCrosse et al., 2016; Friedland & Cole, 2017).

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