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## WORK-FAMILY ROLE CONFLICT AND ORGANIZATIONAL COMMITMENT AMONG INDUSTRIAL WORKERS IN NIGERIA

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### Abstract

*This study investigated the impact of work-family role conflict on organizational commitment of industrial workers in Nigeria. The descriptive survey research method was adopted for the study. A total of 247 respondents were selected for the study using proportionate stratified sampling technique. Instruments used for data collection are: Work-family role conflict scale and organizational commitment scale. Linear regression analysis and t-test were used to test hypotheses that were generated for the study at 0.05 alpha levels. Finding reveals that there was a significant contribution of work-family role conflict to organizational commitment. Also, it was found that a significant difference exists between married and single respondents' experience of work-family role conflict. Moreover, the finding shows that there was a significant difference between organizational commitment of male and female respondents based on work-family role conflict. Based on the findings of the study, it was recommended 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 interface and virtually induced commitment to their jobs. The level of family responsibilities of the workers need to be considered during recruitment, in assigning responsibilities and placement process in order to foster organizational commitment.*

**Keywords:** *Work-family, role conflict, organizational commitment, industrial workers, Nigeria.*

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### INTRODUCTION

Work-family role conflict has become an important issue in the determination of organizational commitment. In recent years, there has been an increase in competitive pressures on organizations to increase productivity and an increase in time demands on the workforce, leaving less time available for the employees to be with their families. Moreover, the workforce composition has changed in recent years, with an increase in women in the workplace and there has been an increase in men being involved in family life (Cardson, 2005). Dual income couples and an increase in single parenting are now becoming the norm of today's society. Work-family role conflict has been defined as "a form of inter-role conflict in which role pressures from the work and family domains are mutually incompatible in some respect" (Flippo, 2005). The conflict occurs when the

employee extends their efforts to satisfy their work demands at the expense of their family demands or vice versa (Cole, 2004). Conflict could arise from work interfering with the family life, such as working overtime to meet demands of the job or from family demands when there is illness with a family member. A significant amount of researches have concluded that work-family conflict and family work conflict are related but distinct constructs (Ajiboye, 2008). Work-family conflict is primarily caused by excessive work demands and predicts negative family outcomes, whereas family-work conflict is primarily determined by family demands and predicts negative work outcomes (Adebola, 2005).

Therefore, if an employee is experiencing high levels of family-work role conflict, their roles and responsibilities in family life are interfering with the work domain. Meanwhile, because the employee is more committed to the welfare of the family, this will take priority, reducing or minimizing the resources of time and energy being able to be spending in the work domain. Thus, employees who experience high family role conflict should experience less affective commitment to the organization. However, work-to-family conflict occurs when the domain of work interferes with the family demands and vice versa for work-family conflict (Ajiboye, 2008). The rationale for this hypothesis is that, if the employee is experiencing high conflict from either the work or family domain, it will be dependent on the employees' calculative commitment levels. The higher the levels of conflict and the higher the number of inducements offered by the organization will result in employee producing extra efforts to ensure their continued employment. The fewer alternatives that are available to the continuance-committed employee, the more dedicated they tend to be (Iverson and Buttgieg, 2008).

In the recent times, arguments on work-family role conflict as it affects workers' behaviour at workplace pervade the existing literature. Various researchers had investigated the relationship between work-family role conflict and organizational efficiency and productivity. In most of these studies, it was found that a significant relationship exist among work-family role conflict and managerial efficiency of the managers (Popoola, 2008; Akinjide, 2006; Collins and George, 2004; Akinboye, 2003). Similarly, Poele (2003) reported that efficiency in managing organizational resources for results could be better guaranteed when various variables other than one, such as leadership style, self-efficient, personality, work-family role conflict, job satisfaction and motivation are jointly combined by the managers in work organizations. The finding of the study is very unique in establishing the relevance of work-family conflict as an important factor in the consideration of effective management of organizational resources for results.

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

defined as the degree to which the employee feels devoted to their organization (Spector, 2000).

Further research into this variable has concluded that commitment is a diverse construct. Akintayo (2006) posited that there is general acceptance that organizational commitment has three main facets: affective, continuance, and normative, each with its own underlying 'psychological states'. Affective commitment refers to the emotional bond and the identification the employee has with the organization. For the employees, the positives include enhanced feelings of devotion, belongingness, and stability (Meyer et al., 2003). Continuance (economic/calculative) commitment refers to what the employee will have to give up if they have to leave the organization or in other terms, the material benefits to be gained from remaining. Employees whose primary link to the organization is based on continuance commitment remain with the organization because they feel they need to do so for material benefits (Meyer et al., 2003). Therefore, if the employees believe that fewer viable alternatives are available their continuance commitment will be stronger to their current employer. Lastly, normative commitment or moral commitment (Jaros et al., 2004) reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization (Bentein et al., 2005).

Reflecting on organizational commitment and managerial efficiency of the managers, reports of some researchers (Akintayo, 2006; Ciarrochi et al., 2001; George, 2000, Tsui et al., 1992) revealed that organizational commitment has significant influence on managerial efficiency of the managers. The researchers submitted that, organizational commitment is expected to moderate the relationship between work-family role conflict, working environment and job satisfaction, and the relationship between work-family role conflict and job performance.

Adekola (2006), Ajaja (2004) and Williams and Warrens (2003) conducted researches on assessment of gender differences in burnout at workplace, work-family role conflict and managerial efficiency of the managers. Their findings revealed that the role conflict experienced by the managers resulting from work-family role interface has deleterious effects on their performance effectiveness. Also, female managers are less effective in managing organizational resources than male managers based on work-family role conflict. This is possibly because female managers tend to experience work-family role conflict than the male managers do. This finding still requires further empirical verification.

Further still, literature reveals that the negative effect of work-family role conflict on work attitude may be moderated by several variables (Martins et al., 2002). In these studies, emotional intelligence is expected to moderate the relationship between work-family role conflict and job satisfaction, and the relationship between work-family role conflict and career commitment. George (2000); Tsui et al. (1992) posit that family interference with work may have some negative consequences on the extent which

employees will be satisfied with their works and committed to their career. In essence, it can be deduced that, emotionally intelligent individuals are likely to have the ability to control such interferences or at least moderate them to an accepted level. On the basis of this logic, conflict and job satisfaction are expected to exhibit a reasonable level of correlation.

The response to this assertion has been two ways. Existing literature suggests two hypotheses concerning gender differences in domain sources conflict: domain flexibility and domain salience. The domain flexibility hypothesis predicts that the work domains are greater sources of conflict than the family domain for both men and women. The domain salience hypothesis predicts that the family domains are greater sources of conflict for men than the work domain (Lzaeli, 1993). Evans and Bartolome (1999) claim that the work domain is less flexible, so work affects family life more than the reverse and there is no gender difference. But for Cooke and Roussoau (1994) conflict is greater from the domain that is more salient to the person's identity. Therefore, women will experience more conflict from the family domain and men from the work. Ajaja (2004) noted that women might experience more role conflict as a result of simultaneity of their multiples roles. Research evidences revealed that associated with gender are some family domain pressures like the effects of the presence of young children (Ciarrochi et al., 2001), spouse time in paid work, (Akinjide, 2006; Poele, 2003) and work domain pressures like number of hours worked per week (Akinboye, 2003) are gender differences associated with work-family role conflict.

However, Pleck et al. (1990) discovered that specific conditions that contribute most to the work-family (WFC) conflict were: excessive working hours, scheduling incompatibilities, and physically/psychologically demanding duties that cause fatigue and irritability. Thus, husband (men) were more likely than wives (women) to report WFC caused by excessive work time whereas the wives (women) more than husband (men) were more likely to report WFC caused by schedule incompatibilities. The authors submit that work and family boundaries are asymmetrically permeable and that gender differences exist with regard to this has been debunked. According to this research finding, family boundaries, in that demands of the work role, are more likely to invade ones family roles than vice versa. Thus, no gender differences were found in the pattern of asymmetry. Similarly, Drago (2002) had predicted that women, because of responsibilities in the household, would have greater interferences from family to work than men; and that men, because of a string world allegiance, would have greater interferences from work families than women. In other studies, Popoola (2008) and Collins and George (2004) on women heading one- parent families reported conflict somewhat less often than women; or men in two-parent families, parent reported more conflict than childless couples and parent with school- age children. The literature reviewed for the purpose of this study revealed that extensive research work had been conducted to measure the relationship among work-family role conflict, job satisfaction, managerial efficiency and productivity. It is

pertinent to note that all the reviewed studies were conducted in isolation and in different settings apart from Nigeria; and none of the studies focus on the relative influence of work-family role conflict on organizational commitment. Responding to this gap that exists in literature has necessitated this present study.

### **Statement of the Problem**

Against this background, this study investigated the impact of work-family role conflict on organizational commitment among industrial workers in Nigeria. This is for the purpose of ascertaining the relevance of work-family role conflict to job commitment assessment in industrial organizations in Nigeria.

### **Hypotheses for the Study**

The study adopted null hypotheses which were generated and tested for the purpose of the study. The study hypothesized that work-family role conflict will not significantly predict organizational commitment of the respondents. Also, there is no significant difference between work-family role conflict of married and single respondents based on work-family role conflict. Besides, it was hypothesized further that there is no significant difference between work-family role conflict of male and female respondents based on work-family role conflict. Moreover, there is no significant difference between work-family role conflict of respondents, who have spent above ten years and those who have spent less than ten years on the job based on work-family role conflict. More so, there is no significant difference between organizational commitment of married and single respondents based on work-family role conflict. Furthermore, the study tested that there is no significant difference between organizational commitment of male and female respondents based on work-family role conflict. Lastly, it was hypothesized that there is no significant difference between organizational commitment of respondents, who have spent above ten years and those who have spent less than ten years on the job, based on work-family role conflict.

## **METHODOLOGY**

### **Measures**

Instruments used for data collection in this study are two sets of structured questionnaire. These are: Work-Family Role Conflict Scale (WFRCS) and Organizational Commitment Scale (MES). Section A of each of the scales contains the demographic information of the respondents, which include: Name of organization, age, gender, marital status, educational qualification, working experience (in years), position held, etc.

Section B of this measure is based on a 14-item scale developed by Gutek et al. (1991) for measuring the family-work role conflict. Sample items are: My work takes up time to invest in my family, My work life affects my level of commitment to the family, My family demands and problems often interfere with my work, The time utilized at work

makes it hard for me to meet family demand, more hours at work are spent than at home, etc. The measure was assessed on a modified Likert four-point scale, ranging from 1 = strongly disagree to 4 = strongly agree. The inventory used in this study contains 14 items, seven for each conflict direction presented in randomized order. The author reported Cronbach alpha of 0.77 for work conflict and 0.81 for the family conflicts respectively. But for the present study; the researcher reported Cronbach reliability co-efficient of 0.78 for work conflict and 0.81 for the family conflicts respectively.

Section C of the questionnaire measures work-family role conflict of male and female workers. It accounts for variation in family-work role conflict as experienced by workers based on gender. Scores for this subscale are determined by averaging the 5 of the 14 total items which address each conflict dimension. A high score represents a greater preference for family-work role conflict indicated. The five point Likert rating scale ranging from 1=strongly disagree to 5 = strongly agree was adopted for the study. The Cronbach's alpha value for this scale was 0.90. For the present study, the researcher reported Cronbach reliability co-efficient of 0.89.

ANOVA						
	Sum of square	Df	Mean square	F	Sig.	Remarks
<b>Regression</b>	27.268	1	276.288			Significant
<b>Residual</b>	59071.152	333	70.999			(P < 0.05)
<b>Total</b>	<b>59347.420</b>	<b>334</b>		<b>2.482</b>	<b>0.221</b>	

Section B of Organizational Commitment Scale (OCS) is based on a 10-item scale developed by Allen and Meyer (2000) but was modified by the researcher for measuring the organizational commitment of the workers. The author divides the scale into two subdivisions, affective and continuance commitment. Affective commitment has eight items, for example, "I enjoy discussing my organization with people outside it". Continuance commitment has eight items, for example, "right now, staying with the organization is a matter of necessity as much as desire". The items are measured on a Likert type anchored scale from = strongly disagree (1), to = strongly agree (7). The Cronbach's alpha for organizational commitment in this sample was affective commitment 0.78 and continuance commitment 0.81. But for the present study; the researcher reported Cronbach reliability co-efficient of 0.81 for affective commitment and 0.87 for continuance commitment.

The linear regression analysis was used to measure the degree of contribution of the independent variable (work-family role conflict) to the dependent variable (organizational commitment). Also, the t- test statistical method was utilized to test the degree of differences in the work-family conflict and organizational commitment of male and female, single and married respondents; and the experienced and less experienced respondents in selected work organizations in Nigeria.

## Participants

A total of 247 respondents were selected for the study. The respondents were selected from public and private organizations in Nigeria using proportionate stratified sampling technique. These organizations include two public organizations, such as: Nigerian Ports Authority Plc. and Nigeria National Petroleum Corporation; and two private organizations: United African Companies in Nigeria and Intercontinental Bank of Nigeria Plc. The proportionate stratified random sampling technique was adopted to select respondents for the study. The proportionate random sampling technique was adopted to select respondents from work organizations on the basis of population. The stratified random sampling technique was adopted to select respondents on the basis of the two strata of organizations (public and private); gender (male and female), marital status (married and single) and working experience (below 10 years, marked as less experienced and above 10 years, marked as experienced). The purposive random sampling technique was adopted to select respondents, who are married with children and still with their spouse and those who have not married at all. The age range of the respondents is between 26- 65 with mean age of 15.68 and standard deviation of 7.85. The respondents consist of 156 (63.2%) males and 91 (36.8%) females. The 136 (55.1%) of the respondents have spent above ten years while 111 (44.9%) of them have spent below ten years with their organizations. The respondents who had spent above ten years on the job were ranked as experienced while those below ten years were ranked less experienced. Also, 133 (53.8%) of the respondents were married with children and still with their spouse while 114 (46.2%) were single on marital status.

## Procedure

The researcher administered the measuring scales, which guarantee anonymity of the respondents, personally with the assistance of three trained research assistants. The researcher consulted with the director of personnel administration in each of the selected private and public organizations in Nigeria, in order to intimate them with the purpose of the study. The researcher explained all aspects of the questionnaire to the respondents. The researcher through the help of the directors of personnel administration was able to administer the questionnaire with ease. However, it took the researcher a period of four weeks to administer and retrieve the distributed measuring scales due to geographical location of Nigeria. Meanwhile, out of 305 copies of questionnaire administered in the selected organizations, 247 completely filled copies of the questionnaire were utilized for the purpose of the study.

## RESULTS

The results of the study were presented on the basis of the hypotheses generated for the study. Table 1 reveals that there is a significant contribution of work-family role conflict to organizational commitment of the workers. Table 1 above shows that

work-family role conflict accounts for 23% of the total variance which is a very high variance in the determination of organizational commitment of the workers ( $R^2 = 0.023$ ). This percentage is very high and statistically significant. This finding shows that work-family role conflict has negative significant influence on organizational commitment of the workers in Nigeria. The remaining variance in work-family role conflict and organizational commitment may be accounted for by other independent variables not considered in this present study.

Table 2 above reveals that a significant difference exists between work-family role conflict of married and single respondents,  $t(245) = 12.11$ ;  $P < 0.05$ ). The finding shows that married respondents (mean score = 19.78) are exhibiting higher level of work-family role conflict than the single respondents (mean score = 18.69). Also, finding revealed that a significant difference exists

**Table 2: Summary of t-test analysis of differences in work-family role conflict based on gender, working experience and marital status.**

	No. of respondents	Mean	SD	Df	T	P	Remarks
<b>Gender</b>							
Male	156	20.33	11.09	245	5.65	0.001	Significant ( $P < 0.05$ )
Female	91	21.14	10.37				
<b>Working experience</b>							
Above 10 years	136	18.35	10.71	245	2.86	0.043	Not significant. ( $P > 0.05$ )
Below 10 years	111	18.27	10.01				
<b>Marital status</b>							
Married	133	19.78	11.23	245	12.11	0.000	Significant ( $P < 0.05$ )
Single	114	18.69	12.54				

**Table 3: Summary of t-test analysis of differences in organizational commitment based on gender, working experience and marital status.**

Gender	No of respondent	Mean	SD	DF	T	P	Remarks
<b>Gender</b>							
Male	156	18.45	10.27	245	3.61	0.001	Significant ( $P < 0.05$ )
Female	91	17.03	9.41				
<b>Working experience</b>							
Above 10 years	136	16.31	8.92	245	4.41	0.043	Not significant. ( $P > 0.05$ )
Below 10 years	111	16.49	8.21				
<b>Marital status</b>							
Married	133	17.38	10.56	245	6.23	0.000	Significant ( $P < 0.05$ )
Single	114	18.67	12.28				

between work-family role conflict of male and female respondents,  $t(245) = 5.65$ ;  $P < 0.05$ ). Table 2 above shows that the female respondents are experiencing higher work-family role conflict (mean score = 21.14) than the male respondents (mean score = 20.33). The finding indicates the effects of female respondents' home responsibilities



on their duties at workplace. Furthermore, the finding revealed that there is no significant difference between work-family role conflict of the respondents with above ten years of experience on the job than those with below ten years of working experience,  $t(245) = 2.86; P > 0.05$ . Table 2 above shows that both respondents with above ten years of working experience (mean score = 18.35) and those with below ten years of working experience (mean score = 18.27) equally experienced work-family role conflict at similar magnitude. The finding indicates the moderating effect of years of working experience on effective management of home-work interface.

Table 3 above reveals that a significant difference exists between organizational commitment of married and single respondents,  $t(245) = 6.23; P < 0.05$ . The finding shows that married respondents (mean score = 17.38) are exhibiting lesser organizational commitment than the single respondents (mean score = 18.67). This indicates that married respondents, possibly as a result of maternal family responsibilities were not as committed to organizational goal achievement as the respondents who are still single on marital status.

Besides, finding revealed that a significant difference exists between organizational commitment of male and female respondents,  $t(245) = 3.61; P < 0.05$ . Table 3 above shows that the male respondents are exhibiting higher organizational commitment (mean score = 18.45) than the female respondents (mean score = 17.03). The finding indicates the effects of female respondents' home responsibilities on their duties at workplace.

Based on the analyzed data, finding revealed that there is no significant difference between organizational commitment of the respondents with above ten years of experience on the job than those with below ten years of working experience,  $t(245) = 4.41; P > 0.05$ . Table 3 above shows that both respondents with above ten years of working experience (mean score = 16.31) and those with below ten years of working experience (mean score = 16.49) equally demonstrated organizational commitment at similar magnitude. The finding indicates the moderating effect of years of working experience on commitment of workers to organizational goal achievement vis-à-vis effective management of home-work conflict interface.

## **DISCUSSION AND IMPLICATION OF FINDINGS**

This study investigated the impact of work-family role conflict on organizational commitment among industrial workers in Nigeria. The finding revealed that there was a significant but negative contribution of work-family role conflict to organizational commitment of the respondents. The finding of the study shows that work-family role conflict has a significant prediction of organizational commitment of the respondents. The finding implies that a significant relationship exist between work-family role conflict and organizational commitment. The finding of the study is very unique in establishing the relevance of work-family role conflict as capable of fostering organizational commitment among the workforce. This implies that work-family role conflict tends to moderate

other correlates of organizational commitment as corroborated by Ciarrochi et al. (2001) who reported that work-family role conflict has overriding moderating effects on commitment, leadership style, self-efficacy, personality, job satisfaction and motivation.

Furthermore, the finding agreed with Martins et al. (2002), who reported that the negative effect of work-family role conflict on work attitude may be moderated by several variables. In this study, work-family role conflict is expected to moderate the relationship between organizational commitment and organizational goal achievement. The finding implies that work-family role conflict was found to be the strongest determinant of organizational commitment since it is capable of having a negative effect on workers' effectiveness at workplace. The finding disagrees with Popoola (2008); Akinjide (2006); Akintayo (2006), Akinboye (2003) and Poele (2003) who reported that efficiency in managing organizational resources for results could be better guaranteed when various variables other than one, such as leadership style, self-efficient, personality, work-family role conflict, job satisfaction and motivation are jointly combined by the managers in work organizations.

Reflecting on difference between work-family role conflict of married and single respondents, the finding revealed that the role conflict experienced by the married respondents are higher than that of the single respondents resulting from work-family role interface. The finding implies that married respondents tend to experience work-family role conflict than the single respondents due to the traditional roles of parents that society adduced to married persons. The finding corroborates Ajaja (2004), Collins and George (2004) who reported that married workers, unlike those that are single, tend to be facing the bipolar challenges of marital life and that of workplace; the experience that may be negatively felt on their commitment and effectiveness at home as well as at workplace.

Moreover, finding revealed that a significant difference exists between work-family role conflict of male and female respondents. The finding tallies with Eagle and Mladinic (2003) who found that the stereotypes expectations of conflicting role of female workers originate from the distinction of men and women into different and distinctive roles in our society. These authors argued that women are predominantly seen as more communal and as caretakers while men occupy occupational roles. This implies that the female respondents who found themselves in wage employment are only complementing the efforts of men in securing economic power but could be at conflict with their traditional roles as mothers at home. In essence, women and men are expected to behave according to prescribed and inhibit behaviours that do correspond to their gender.

Similarly, Ridgeway and Walker (1995) posit that when people interact towards achieving a shared common goal, the expectations theory is enacted, and status beliefs and gender stereotypes combine to influence the behaviour of the individuals and

their perceptions of the opposite sex. Espinoza and Pratto (2001) submit that men have more power and status than women do, especially in high power positions in public spheres, such as, government and in other leadership positions. Research findings show that women in wage employment tend to be effective when demonstrating traditional social orientation (submissive) but tend to be ineffective when demonstrating non-traditional social orientation behaviour (dominant) in managing organizational resources.

Also, women are assigned to a lower status because of various societal and cultural understandings that associate them with lower performance and lower effectiveness on the job within a mixed group (Adebola, 2005). The authors submitted that when subjects were presented with men and women exhibiting low and high dominant behaviours, the dominant female speaker was perceived more negatively than the dominant male. Similarly, Eagly (1995) found that men display more dominance, assertiveness and are more influential than women. In essence, for women to attain leadership positions, or positions of power, they must battle against expected societal norms.

Apart from above, finding showed that there was a significant difference between organizational commitment of male and female respondents and married and single respondents on the other side. The findings indicated that male and single respondents are more committed to organizational goal achievement than the married and female respondents. This could be as a result of the gender role expectation of both married and female respondents in the society which could be at variance with organizational role expectations. The findings agreed with Adekola (2006), Akintayo (2006); Ajaja (2004), Williams and Warrens (2003) who reported that there was a gender difference in organizational commitment with its consequential effects on job performance effectiveness of the workers, including managers. The authors argued that since female workers have dual roles in terms of commitment to family responsibilities as well as work place responsibilities, they are proved to be less committed and ineffective in managing organizational resources for goals achievement. The authors posited that male managers are more committed and effective in managing organizational resources for goal achievement since they are more committed to workplace responsibilities with little commitment to home responsibilities. The finding implies that both male and female workers could be committed and effective in managing the organizational resources for goals achievement, but male workers tend to be more committed to organizational goal achievement than the female workers on the basis of work-family role conflict interface.

## **CONCLUSION**

The findings established that work-family role conflict has significantly influence organizational commitment among industrial workers in Nigeria. However, the finding revealed that there was a significant but negative contribution of work-family role conflict to organizational commitment of the respondents. The study shows that work-family role conflict has a significant prediction of organizational commitment of the respondents.

The finding implies that since significant relationship exists between work-family role conflict and organizational commitment, organizational efficiency in managing resources for goal achievement is a function of factors central to career and continual commitment of the workers. Also, it has been established based on the findings of the study that the organizational management requires reduction in work-family role conflict of both the managers and subordinate staff for it to achieve organizational commitment at workplace. Moreover, the conducive task environment coupled with home environment tends to foster organizational commitment among the workforce. In addition, provision of adequate job incentives, which tend to facilitate effective management of work-family role conflict on the part of the workers are strong factors in the prediction of organizational commitment. Although, leadership behaviour tends to enhance effective management of the organizational resources for goal achievement, work-family role conflict experienced by the workers requires adequate attention through organizational support system. This will definitely eliminate interference in the workers commitment and efficiency in achieving the organizational goals.

### **RECOMMENDATIONS**

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

1. The tendency for work-family role conflict of the workers needs to be considered in the selection and placement process for organizational commitment to be guaranteed. The female and married workers with high social and marital responsibilities should be posted to less challenging managerial positions while the single and male workers should be posted to highly challenging positions in order to foster organizational commitment and performance effectiveness.
2. The work-family role conflict often experienced by the workers needs to be cushioned through organizational support system. The government and non-governmental organizations should provide opportunity for day care system to the children of the workers while recreation centre should also be provided for the managers and all levels of workers. This will definitely reduce work-family role conflict-induced stress and help to enhance organizational commitment among the workforce.
3. Job incentives, such as; increased wages and salaries, improved condition of service, promotion as at when due, provision for retirement benefits and other fringe benefits should be adequately provided by the employers. This will definitely motivate the workers towards coping and adjustment to work environment and effective management of work-family role conflict vis-a-vis increasing their job commitment with corresponding effects on organizational goal achievement.
4. On the job and off- the- job training programmes, which focus on work-family role conflict management training skill, should be organized for all levels of workers

including the managers on continuous basis in order to assist them update their skills and knowledge on appropriate strategies through which the stress induced by work-family role conflict could be effectively managed. The cost of their training should be borne by the employer in order to facilitate organizational commitment on the part of the workers.

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