

WORK-LIFE CONFLICT AND JOB PERFORMANCE OF PERMANENT FEMALE STAFF OF MANUFACTURING COMPANIES IN RIVERS STATE, NIGERIA

Oparanma, A. O.

*Department of Management, Faculty of Management Sciences, Rivers State University,
Port Harcourt, Nigeria*

and

Agara, S. E.

*Department of Management, Faculty of Management Sciences, Rivers State University,
Port Harcourt, Nigeria.*

ABSTRACT

This study examined the relationship between work-life conflict and job performance of permanent female staff of manufacturing companies in Rivers State. The study adopted the cross-sectional survey in its investigation of the variables. Primary data were generated through structure questionnaire. The population for this study was 118 permanent female employees of 15 manufacturing companies in Rivers State. Since the population was small, the entire population of 118 permanent staff in the 15 manufacturing companies in Rivers State, Nigeria was adopted as a census sample. The research instruments were validated through face and content validity while the reliability of the instruments were achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.07. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings revealed that there is a significant relationship between work-life conflict and job performance of permanent female staff of manufacturing companies in Rivers State. Therefore, it is recommended that management of the manufacturing companies should provide mechanisms to manage and/or resolve work-life conflict, where feasible, to allow female employees to better balance their work and personal responsibilities.

Keywords: Work-life Conflict, Job Performance, Quality of Work, Task Accomplishment.

INTRODUCTION

Every strategic response undertaken by the organization assumes the active participation of individuals. Individuals have a responsibility to contribute to the execution of strategic responses as they have a substantial influence on the performance of the company (Kandula, 2006). Organizations achieve their

objectives by assigning various tasks to their employees. Hence, to enhance organizational performance, employee commitment is imperative as it fosters individual employee performance.

Employee performance refers to the results and achievements that occur in the workplace, which can be either financial or non-financial in nature (Anitha, 2014; Inuwa, 2016). In their study, Pradhan and Jena (2017) identified non-financial indicators that are crucial for evaluating employee performance. The indicators include task performance, customer behavior, individual task proficiency, organizational task proficiency, and team member task adaptivity. Sugianingrat, *et al.* (2019) asserted that customer satisfaction serves as a key criterion for evaluating employee performance appraisal. Ogbulafor's research, as referenced by Inuwa (2016), indicated that the declining employee performance in Nigerian tertiary institutions poses a significant and immediate threat to the survival of universities in Nigeria. This issue requires urgent attention and resolution.

Maintaining work-life balance is challenging in contemporary industrial societies due to escalating demands in both professional and familial contexts. Individuals are required to concurrently handle multiple roles, distributing their resources between work and family (Fotiadis *et al.*, 2019). Work-life conflict refers to a psychological state characterized by an imbalance between one's work and personal life (Csikszentmihalyi, 2003). The primary factors that contribute to the occurrence of work-life conflict are job burnout, dissatisfaction, work stress, long working hours, and role conflict (Kossek & Ozeki, 1998; Spector *et al.*, 2004; Bakker *et al.*, 2005; Ford *et al.*, 2007). The combination of excessive work demands and stressful situations in the workplace can lead to physical and emotional exhaustion in employees, resulting in work-life conflict. The dual-perspective framework of Work-life conflict posits that stressors in the workplace, such as limited autonomy or excessive workload, detrimentally affect the "work" domain. Conversely, stressors associated with family, such as unruly children or overly reliant parents, impair the "family" domain of the equilibrium (Liu *et al.*, 2019). Furthermore, a strong correlation between the ability

to balance family and work responsibilities leads to a heightened sense of accomplishment in the professional setting, as it serves as a source of motivation for individuals (Baeriswyl *et al.*, 2016).

With the global rise of working women, there is a growing demand for achieving a work-life balance that accommodates both family and career responsibilities. Three prominent concerns identified by numerous preliminary researchers encompass time, energy, and relationships. A woman must handle her husband with tenderness and grace, fulfill her household duties, provide unwavering support to her husband, ensure her children receive a superior upbringing, and efficiently manage her professional life. If any of the issues remain unresolved, it will result in a catastrophic outcome for her. She must uphold the equilibrium between all the tasks she is managing. Attaining equilibrium can be particularly challenging for a woman. An investigation was conducted regarding the matter of women's concerns, revealing that 95.1% of women express genuine apprehension about their work-life balance. They believe that their professional commitments consume the majority of their time, leaving them with minimal opportunities to attend to their familial responsibilities. Many women must prioritize their careers and social status over their families in order to support themselves financially. According to a study conducted by Rapoport in 2002, 40.4 percent of the couples were both employed.

Work-life conflict refers to a situation in which the demands of work and personal life are so incompatible that fulfilling work obligations becomes challenging in meeting personal obligations (Edwards & Rothbard, 2000). Work-life conflict, a frequently encountered job demand among employees in organizations (Baer *et al.*, 2016), has generated ongoing interest due to its widespread occurrence and the need to investigate its negative impact on employees. Studies have found that work-life conflict can lead to negative consequences, including symptoms of stress (Allen *et al.*, 2000), feelings of exhaustion (Kinnunen *et al.*, 2003), and a lack of engagement in work (Ribeiro *et al.*, 2023), all of which can impact employee performance. These findings suggest that work-life conflict hinders job performance. Empirical research has produced inconsistent findings regarding the relationship between work-life conflict and job

performance. Some studies, such as Obrenovic *et al.* (2020), have found significant results, while others, such as Ribeiro *et al.* (2023), have found insignificant results. In order to address these inconsistencies, scholars (e.g., Allen *et al.*, 2000; Kinnunen & Mauno, 2008) have advocated for future research to concentrate on the relationship between work-life conflict and performance. This approach allows for a more detailed comprehension of the specific circumstances under which work-life conflict leads to a decline in performance.

Work-life conflict is a crucial element of an individual's overall well-being, impacting both their personal and professional spheres. Attaining this equilibrium can pose a particularly arduous task for women employees in the manufacturing industry in Rivers State, Nigeria. This article explores the intricate correlation between work-life conflict and job performance among female employees who have permanent positions in manufacturing companies within the state. Gaining insight into the distinct obstacles encountered by these women can provide valuable information on possible approaches to assist them and enhance the overall dynamics of the workplace. The purpose of this study therefore, was to examine the relationship between work-life conflict and job performance of permanent female staff of manufacturing companies in Rivers State, Nigeria.

Specifically, the study seeks to:

- i. Determine the relationship between work-life conflict and quality of work of permanent female staff of manufacturing companies in Rivers State, Nigeria.
- ii. Determine the relationship between work-life conflict and task accomplishment of permanent female staff of manufacturing companies in Rivers State, Nigeria.

The following research questions were stated to guide the study:

- i. What is the relationship between work-life conflict and quality of work of permanent female staff of manufacturing companies in Rivers State, Nigeria?

- ii. What is the relationship between work-life conflict and task accomplishment of permanent female staff of manufacturing companies in Rivers State, Nigeria?

The relationship under examination is depicted in the conceptual framework in figure 1.

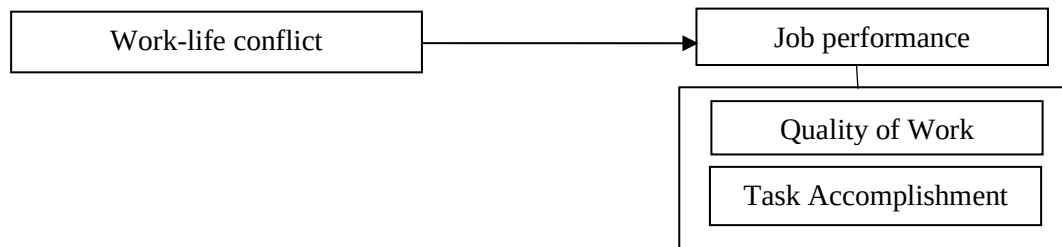


Figure 1: Relationship between work-life conflict and job performance

Source: Desk Research, 2023

LITERATURE REVIEW

Theoretical Foundation

Spill over Theory

According to Sidin, Sambasivan, and Ismail (2010), there is a spillover theory that holds that work environments and home environments are similar. The theory highlights how employees have a propensity to bring their work-related emotions, attitudes, abilities, and behaviors into their personal lives, and vice versa (Sidin *et al.*, 2010). Positive or negative spillover effects are possible. Positive spillover can result in high levels of performance and satisfaction, while negative spillover causes stress in individuals. Many studies on work-life balance have shown that employees who consistently put in long hours have higher levels of work-life conflict (Dex & Bond, 2005). Lewis (2003) noted that there is a tendency for positive or negative spillovers into the home or work environment due to the relatively weak boundary between work and home. This theory is relevant to the study because it states that companies should implement work-life policies that allow employees to have a healthy work-life balance, which will increase their commitment to accomplishing the objectives of the company.

Conceptual Review

The Concept of Work-life conflict

Work-life conflict is a type of inter-role conflict that arises when balancing the demands of work and family in one area of life becomes challenging in another (Edwards & Roth Bard, 2000). According to Frone (2002), this definition suggests a two-way relationship in which work can influence family and vice versa. Earning rewards in one area necessitates giving up rewards in another when work and family conflict (Edwards *et al.*, 2000). An unexpected meeting late in the day may prevent a parent from picking up their child from school or from attending to spiritual matters, for example, when experiences at work interfere with other aspects of life. Other examples include extensive, irregular, or inflexible work hours, work overload and other forms of job stress, interpersonal conflict at work, extensive travel, career transitions, and unsupportive supervisors or organizations.

The work environment has changed significantly in Kenya and globally as a result of a number of banking sector reforms in recent years. Organizations have significantly trimmed their workforces in order to gain a competitive edge and boost profitability. As a result, a sizable portion of their qualified staff was let go (Chenevert, Jourdan, Cole, & Banville, 2013). This circumstance, along with the environment's increasing complexity and the extensive reengineering of work processes, has put workers in the banking industry under a work overload, which has resulted in work-life conflict (Chenevert *et al.*, 2013). It has been demonstrated that work-family conflict lowers mental and physical wellbeing, including burnout and health issues, as well as life satisfaction and marital family satisfaction (Demerout, Nachreiner, Bakker & Schaufeli, 2001; Chandola *et al.* 2004).

More women than at any other point in history are entering the workforce (Alvin, 1994). Additionally, families with two earners benefit from large pay cheques and other incentives, but at the expense of their family life, which makes child care a greater issue for these couples. Employees of both sexes are now

juggling caregiving and household responsibilities that were previously handled by a stay-at-home spouse in an increasing number of dual-income families (Higgins & Duxbury, 2001).

It becomes life to work interference when work-life conflict and other aspects of life become a barrier to doing the work effectively. This is caused by a variety of factors, such as the existence of small children, the parent's primary caregiving role, elder care obligations, interpersonal conflict within the family, and a parent taking time off work to tend to a sick child. Work-family conflict has now escalated into an organizational crisis. It has become increasingly difficult to strike a balance between work and family due to the rise in dual-family parents, high job demands, and long work hours. Because they are in charge of family matters and spend more time with them than men do, women encounter greater interference from work related to family matters (Scott, 2001). Because men spend more time at work than women do, men experience more work-related fatigue than women (Jacobs & Gerson, 2000).

Furthermore, studies show that family responsibilities are less likely to conflict with work roles than work roles are with family responsibilities. This is mostly attributable to the concept of "the ideal worker," as defined by Arlie and Hoch (1997). As Hochschild incisively notes, the perception that employers have of the "ideal worker" already rests on some unrealistic presumptions about how families should function. Specifically, many employers assume that workers who have families have someone taking care of everything at home, freeing them from burdens.

The Concept of Job Performance

The concept of performance comprises numerous elements (Pradhan & Jena, 2017). Performance measurement is the extent to which predetermined goals are feasible to attain (Halim & Sefer, 2013). It also considers the results that arise from the activities carried out by personnel in accordance with their knowledge and abilities (Dahkoul, 2018). In contrast, employee performance is a multifaceted concept (Sendawula, Kimuli, Bananuka & Muganga, 2018) that is defined as the result of an individual's laborious efforts attained in the workplace. This is linked to the presence of a satisfying job description, engaged

subordinates or employers, and empathetic coworkers or employers (Pradhan & Jena, 2017). Furthermore, employee performance, according to Sendawela *et al.* (2018), is defined as the capability of an employee to successfully accomplish a designated task in accordance with pre-established criteria for precision, exhaustiveness, expenditure, and velocity. It is impossible to overstate the significance of employee performance to the success of an organization. A number of scholars have delineated the advantages of employee performance, including its capacity to provide strategic and competitive advantage (Anastasios & Prodormos, 2019; Dahkoul, 2018); facilitate organizational success (Dahkoul, 2018; Pradhan & Jena, 2017; Sendawula *et al.*, 2018); nonetheless, management support is a critical prerequisite for employee performance (Anastasios & Prodormos, 2019).

Nyokabi (2014) posits that employee performance is a metric employed by numerous organizations to assess an individual's capabilities and output. An organization's performance may be enhanced in tandem with employee performance (Macky & Johnson, 2000). Organizations have the potential to attain a competitive advantage by leveraging their front-line employees, who establish initial perceptions of the organization and its brand among customers and prospective customers (Alo, 1999). Employees are critical resources for organizations; therefore, employers must assist workers in achieving a work-life balance, as an absence of equilibrium can negatively impact employee satisfaction, health, performance, and organizational loyalty (Khan & Khurshid, 2017). Employees are critical to the operation and success of businesses and constitute their most valuable assets. Within the realm of organizations, performance can be defined as the degree to which employees make a contribution towards the realization of the organization's goals and objectives (Uddin *et al.*, 2013; Zhang, 2012). In order to accomplish their objectives, provide satisfactory products and services, and, most importantly, achieve a competitive edge—which is the primary aim of organizations—high-performing personnel is an essential asset.

Quality of Work

Quality of work is an essential factor for goal achievement businesses and this can be attained when organizations have effective work-life balance policies. Regular improvement in quality of work should embody an organization both within the organization's climate and in the organization's products and services (Goveas, 2011). Quality of work in an organization emphasis not only on quality products but also on attaining corporate excellence because it makes such organization stand out from competitors. Employees who display satisfactory work quality regularly meet quality expectations for products or services; their works are generally error free; and they complete product or service efficiently (Goveas, 2011). It is very important that business owners and managers ensure that employees are well motivated and empowered to achieve excellence in the quality of work they do.

Work-life balance influences how well employees perform and the quality they provide to customers. Organizations are realizing that employee with well-balanced work and personal life is very essential. The quality of employees' personal life has an impact on the quality of work they produce at work and organizations need to encourage the incorporation and blending of work and non-work activities in such a way that the employees are encouraged to strike a balance and enabled to achieve excellence in both areas of life (Fapohunda, 2014).

Task Accomplishment

Task accomplishment refers to actions that are a part of the formal reward system and addresses the prescription as indicated in the role descriptions. It is a measure of an employee's productivity and involves their contribution to overall organizational productivity and effectiveness (Williams & Karau, 1991). It displays the degree to which a worker meets a specific goal. Task accomplishment generally consists of actions that enable the organization to operate efficiently by translating its policies, missions, and resources into tangible and intangible goods produced by the organization. As a result, task accomplishment includes meeting the conditions outlined in the contract between the employer and the worker. Task

accomplishment, according to Borman and Motowidlo (1993), is the efficacy and efficiency with which employees carry out tasks that support the technical foundation of the company and help shape its psychological state. They went on to say that there are two components to completing a task: job dedication and interpersonal facilitation. Cooperative and beneficial actions that increase a coworker's effectiveness are examples of interpersonal facilitation. While self-discipline and motivation to support organizational objectives and goals are part of job dedication (Van-Scotter & Motowidlo, 1996).

Empirical Reiew

Work-life Conflict and Job performance

According to research by Wayne, Musisca, and Fleeson (2004) and Greenhaus, Collins, Singh, and Parasuraman (1997), there are behavioral consequences to conflict in both directions, such as decreased performance, absenteeism, and turnover. Additionally, Hsu (2011) discovered that work-family conflict negatively impacts employee commitment, job satisfaction, and turnover intentions. This suggests that when employees experience work-family conflict, there's a chance that their roles and responsibilities won't be fulfilled, which could have an impact on performance.

Research by Behson (2005); Premeaux, Adkins, and Mossholder (2007) revealed that workers who implement work-life balance strategies may or may not see a decrease in work-life conflict. In terms of reducing conflict, supportive managers and positive workplace cultures might be more crucial than anything else. These findings also support the findings of Gemes, Fletcher, and Aggarwal (2009), who noted that worker inefficiency and shifting worker service ranks are results of the banking industry's sophisticated perspective. This result corroborates that of Vander and Petters (2007), who found that many people experience a sense of being pulled between work and family not only because their households are juggling more and more competing responsibilities but also because parenting standards and job expectations are rising.

Conflict in both directions can lead to decreased performance and work effort as well as higher absenteeism and turnover rates (Anderson, Coffey, & Byerly, 2002; Aryee, 1992; Frone, Yardley, & Markel, 1997). Increased stress and burnout (Anderson et al., 2002; Kinnunen & Mauno, 1998), cognitive issues like difficulty staying awake, lack of concentration, and low alertness (MacEwen & Barling, 1994), and decreased levels of general health and energy (Frone, Russell, & Barnes, 1996) have all been linked to work-to-life and life-to-work conflict. Consequently, it is evident what effects this has on organizations: Employees may experience negative effects from work-life conflict.

From the perspective of the workers, role overload may cause overwork, which may result in subpar performance. Conflict may also lead to interference from the workplace and family. Another aspect of work conflict that frequently has an impact on an organization's performance is caregiver strain. An employee is more likely to perform poorly and be inefficient when they are under stress. Numerous studies on work-life balance have shown that employees who consistently put in long hours have higher levels of work-life conflict (Dex & Bond, 2005).

Hence from the foregoing the study hypothesizes that:

H01: There is no significant relationship between work-life conflict and quality of work life of permanent female staff of manufacturing companies in Rivers State

H02: There is no significant relationship between work-life conflict and task accomplishment of permanent female staff of manufacturing companies in Rivers State.

METHODOLOGY

A cross-sectional survey design, a kind of quasi-experimental research, was used in this study. The study's population comprised 118 female permanent employees from the 15 manufacturing companies that were utilized in the research. The entire population of 118 permanent female staff in the 15 manufacturing

companies in Rivers State, Nigeria, was used as a census sample for this study due to the small population. With the use of a questionnaire, data for this study were collected from primary means. Variables in the questionnaire are organized within an observable framework that facilitates the conversion of conceptual to empirical states and the expression of conceptual issues in the latter. The reliability of the research questionnaire was assessed using Nunnally's (1978) Cronbach's alpha, with a minimum criterion of 0.7. The content validity technique was used to validate the questionnaire. For additional analysis, the field data were coded and entered into the Statistical Package for the Social Sciences (SPSS) program. With SPSS version 25.0, an inferential statistical technique was used to analyze the data at a significance level of 0.05 and a 95% confidence interval. P-values and Spearman's rank order (rho) correlation coefficients were computed to test the proposed hypotheses and determine the nature and direction of the suggested associations.

DATA ANALYSIS AND RESULTS

Table 1: Correlation Matrix of Work-life conflict and Measures of Job performance

			Work-life conflict	Quality of work	Task accomplishment
Spearman's rho	Work-life conflict	Correlation Coefficient	1.000	.706**	.881**
		Sig. (2-tailed)	.	.000	.000
		N	99	99	99
	Quality of work	Correlation Coefficient	.706**	1.000	.761**
		Sig. (2-tailed)	.000	.	.000
		N	99	99	99
	Task accomplishment	Correlation Coefficient	.881**	.761**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	99	99	99

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2023

H₀₁: There is no significant relationship between work-life conflict and quality of work of permanent female staff of manufacturing companies in Rivers State, Nigeria.

The result of correlation matrix obtained between work-life conflict and quality of work was shown in Table 1. Similarly displayed in the table is the statistical test of significance (p - value), which makes

possible the generalization of our findings to the study population. The correlation coefficient of 0.706 confirms the direction and strength of this relationship. The coefficient represents a strong positive correlation between the variables. The tests of significance shows that that this relationship is significant at $p\ 0.000 < 0.01$. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between work-life conflict and quality of work of permanent female staff of manufacturing companies in Rivers State.

H₀₂: There is no significant relationship between work-life conflict and task accomplishment of permanent female staff of manufacturing companies in Rivers State, Nigeria.

The result of correlation matrix obtained between work-life conflict and task accomplishment was shown in Table 4.16. Similarly displayed in the table was the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. The correlation coefficient of 0.88 1 confirms the direction and strength of this relationship. The coefficient represents a very strong position correlation between the variables. The test of significance shows that that this relationship is significant at $p\ 0.000 < 0.01$. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between work-life conflict and task accomplishment of permanent female staff of manufacturing companies in Rivers State.

DISCUSSION OF THE FINDINGS

The study found out that there was positive and statistically significant relationship between work-life conflict and job performance of permanent female staff of manufacturing companies in Rivers State at P -value 0.000 which is less than 0.05. the findings of the study support the argument of Behson, 2005; Premeaux Adkins and Mossholder (2007) who found out that employees who do make use of work life balance practices may or may not find they experience less work-life conflict. The presence of supportive managers and organizational climates may be at least more important in decreasing conflict. These results also agree with Gemes, Fletcher and Aggarwal (2009) who observes that the sophisticated outlook of the

banking industry has given rise to the changing ranks of workers service and inefficiency. This finding again agrees with findings by Vander and Petters (2007) which showed that many people feel torn between work and family not just because their households increasingly juggle competing responsibilities but also because job expectations and parenting standard have become more demanding. The finding was also in line Hsu (2011) who found that work family conflict has a negative effect on employee commitment, job satisfaction and turnover intentions indicating that when work family conflict is experienced by employees there is like hood that work roles and responsibilities will remain unfulfilled which may in turn affect performance.

CONCLUSION AND RECOMMENDATIONS

Based on the results of data analysis and discussion, it is concluded that work-life conflict has a significant effect on job performance of permanent female staff of manufacturing companies in Rivers State. For female staff in manufacturing companies in Rivers State, the challenges they face in achieving this balance can be particularly daunting. By recognizing and addressing these challenges, manufacturing companies can create a more inclusive and supportive environment for their female employees, ultimately enhancing job performance and contributing to a healthier work-life equilibrium. This, in turn, benefits both the employees and the companies themselves. It's time to give women in the manufacturing sector the tools they need to succeed, both at work and at home.

Based on the conclusion, it is recommended that management of the manufacturing companies should provide mechanisms to manage and/or resolve work-life conflict, where feasible, to allow female employees to better balance their work and personal responsibilities. Flexibility can be a key factor in reducing work-life conflict.

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