Work-Family Conflicts among Female Staff of Higher Institutions in Nigeria

Ademuyiwa J.A.[1*]   Dahunsi T.N.[2]   Adetunji A.A.[1]   Adeniran A.O.[2]
1.Department of Statistics, Federal Polytechnic, Ile-Oluji, Nigeria
2.Department of General Studies, Federal Polytechnic, Ile-Oluji, Nigeria

Abstract
The responsibilities of a typical African woman in family upkeep are enormous, ranging from house chores, cooking to child-care and so on. Striking a balance and maintaining harmony between work and family have always been a great challenge for women in general. This paper examines factors that conflict between official responsibilities and family demand among female staff of higher institution of learning in Nigeria. Structured questionnaires were administered to selected female staff of higher institutions across the country. Hierarchical sampling technique was used to select female staff from a university, a polytechnic, and a college of education in six states of the country (one state per geopolitical zone in the country). Simple percentage and bar charts were used to present the socio-demographic characteristics of respondents. The mean responses for each factor were ranked and the first four ranked factors are discussed. All Cronbach's alpha coefficients exceed 0.800 thresholds, validating all factors considered. Long working hours, inadequate working facilities and inadequate pay are major factors that cause conflicts between work and family among the respondents. Stress, mental fatigue and psychological burnout/disorder are the major effects observed while resuming and closing work at convenience is the major mechanism being used by women in tertiary institutions. Other highly ranked mechanisms are: using house keeper/help, using childcare centre closer to workplace, and help from colleagues in carrying out official assignments.
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1. Introduction

Work–family conflict is a form of inter-role conflict which represents the extent to which an individual's participation in a role interferes with his/her ability to meet the responsibilities of another role. It is bi-directional, where family can interfere with work. It can be burdensome in all career paths when the necessary balance is not maintained. Studies conducted on work-family and family-work conflicts indicate that the relationships between family and work are mutual (Adams, King, & King, 1996; Ajala, 2017; Akintayo, 2010; Boles, Howard, & Donofrio, 2001; Greenhaus, Parasuraman, & Collins, 2001). Work can disturb family life (Work-Family Conflict) while family can impede work life (Family-Work Conflict). Both conflicts lead to adverse results in work and family life. For instance, while work-family conflict reduces the satisfaction with the marriage, family-work conflict reduces job satisfaction.

The question of how to strike a balance between work and life is attracting increasing attention at both national and international levels (Crompton & Lyonette, 2006). Scholarly interest on this issue has grown with the increase in dual career couples, single-parent households and the concomitant decrease in traditional single income families. Responsibilities for housework and children are no longer confined to traditional gender roles. The mutual interference of the home and the work domain has been identified as one of the major stressors in the work-place. As a result, employees find themselves struggling to juggle the competing demands of work and family (Byron, 2005).

Rapid entrance of women of all ages into the labour force in the second half of the twentieth century has created another period of structural lag (Moen & Yu, 2000). This is more pronounced in a typical African set-up where cultural beliefs and practices often relegate women to background on family decision making. A career woman is faced with contradictory role expectations. As a mother at home, she is expected to be soft, sensitive, adaptable, gentle, unassertive and domesticated. From the professional angle, she is expected to be competitive, committed, dynamic, non-sentimental, and act in a "business like" manner (Misra, 1998). Thus, women assume a lot of conflicting roles that lead to work-family conflict due to time and energy shared across the two spheres of activities. Coping with this requires not only additional physical strength, personal ability and intelligence on the part of career women, but also requires the members of her 'role set' (employer and the husband) to simultaneously make necessary adjustment in their expectations (Allen, et al., 2000).

Work and family are not compatible. Whenever conflict between the two life domains occurs, the consequences are felt on both organization and domestic life role conflict. For the employers, such role conflict means disillusionment, dissatisfaction and strained relations with women employees, their lower standard of work performance and disregard for organizational goals (Allen et al., 2000). Since society and organization are not

separated, the negative impact of role conflict will have its effects on the society in general in the form of lower standards of performance, lower quality of goods and services and a growing feeling of interpersonal conflict being the obvious results. There is, therefore, a growing recognition by policy makers of the importance of supporting women in juggling work and family life (Evandrou, Karen & Ursula, 2002).

Employees in many organizations around the world experience diversities in work–family conflict because of the changing dynamics of work environment and the competitive nature of business today. Findings from Beutell (2010) and Rathi & Barath (2013) showed that conflict in an organization arises when the two spheres of family and work interfere with each other.

Technological improvement along with work environment and work demands such as job burnout, job tension, role conflict, and role ambiguity are contributors to work family conflict (Netemeyer et al., 1996). Research findings indicate that work-family conflict causes psychological distress and decline rate of turnover (Akintayo, 2010; Boles, Howard, & Donofrio, 2001; Greenhaus, Parasuraman, & Collins 2001; Howard, Donofrio & Boles 2004; Kinnunen, Geurts & Mauno, 2004), as well as to outcomes related to psychological distress, life and marital dissatisfaction (Kinnunen & Mauno, 1998; and Aryee, Luk & Stone 1998).

Roles played by individuals in family and working life can cause conflicts (Erdamar & Demire 2014). Among Nigerian female bankers, Apodiari and Lasisi (2016) found a strong relationship between work-family role conflict and low job performance. Khursheed, Mustafa, Arshad & Gill (2019) studied impingement of demands at work on family and found a negative relationship between long working hours and lack of spousal support with work-family conflict.

In Nigeria, female participation in paid jobs has increased drastically in the recent years, largely due to educational improvement (Ajiboye, 2008), an indication that family structure is moving from conventional single-income family to a double-income family. The new family structure calls for multiple roles to be played within the family-work context resulting in role-conflicts caused by limited time among couples.

The impact and significance of work-life conflict among women in higher institution in Nigeria will be addressed in this study. Analyzing the daily activity of a typical female staff of higher institution in Nigeria, it is evident that work and family activities are interwoven and usually interfere based on time, strain and behaviour. The adverse effect is far reaching both on the institution and individuals. Every institution strives for excellence in terms of standard and quality research, but if the human element involved does not have a stable mind due to family interference, this can to lead to transferred aggression, bad attitude at work and ultimately low productivity. This will, ultimately, affect the institutional target and also form individual angle, and it could translate to ill-mannered children, recurrent health issues and broken homes as a result of not being around to take care of pressing home needs.

Most researchers (Ajala, 2017; Hammer et al, 2005; Netemer, Boles & Brockwood, 2006; Ugwu, 2017; among many others) on conflicts between family and work focused on relationships between Family-Work Conflict (FWC) and Work-Family Conflict (WFC). While the latter assesses the effect of official responsibilities on family, the former evaluates the effect of domestic responsibilities on work. This research is aimed at identifying various factors that determine WFC, effect of WFC, and coping mechanisms often used by various groups among female staff of higher institution of learning in Nigeria. Attempts will also be made to identify factors that affect each group most.

2. Research Methodology
Data Collection: In Nigeria, the three major institutions of higher learning are: the University, the Polytechnic, and the College of Education. The universities are majorly charged with advancing the country's socio-economic development and competitiveness by providing quality education and research at highest possible level. The polytechnics are established to provide skilled manpower that will be technically and managerially independent in order to provide the much needed hub for advancement of the country's technological and industrial aspirations while the colleges of education are charged with providing quality teachers at basic school (primary and secondary) levels. Hence, the research utilized hierarchical sampling technique by randomly selecting a university, a polytechnic and a college of education in each of the six geo-political zones of the country. Female respondents were then randomly selected in each school of choice by ensuring that the selection cut across the three designations (academic, senior administrative and junior administrative staff) at each school. 1000 questionnaires were administered and 896, representing 89.6%, were successfully filled and retuned.

Research Instrument: A structured questionnaire was then administered to all selected female staff of the institutions. The questionnaires were grouped into four sections. Section A elicited socio-demographic details of respondents. These included age, marital status, educational qualification etc. Section B had 19 factors (B1 to B19) that assessed the determining factors for Work-Family-Conflict. Section C also had 19 factors that sought to appraise the effect of WFC and section D comprised 18 factors that respondents were likely to utilize in coping with WFC as earlier used by Fatoki and Kobiowu (2015). Sections B and C comprised factors that were measured on a 5-point Likert scale with ranged from 1 ➔ Strongly Disagree to 5 ➔Strongly Agree

Data Analysis Method: Cronbach's Alpha is used to assess instrument validity. Simple percentage is used to present socio-demographic details while each factor under each section is ranked for each level of socio-demographic characteristic of respondents and the first four ranked factors are discussed for each level.

3. Results and Discussion
3.1 Data Validity
The Cronbach's Alpha values for the three sections of the questionnaire are presented in table 1. All the three coefficients are above 0.800 and are found to be adequate.

Table 1: Cronbach's Alpha Coefficients

Variable	Cronbach's Alpha	No. of items
Determining factors for Work-Family-Conflict	0.829	19
Effect of Work-Family-Conflict	0.904	19
Perceived Coping Mechanism of Work-Family-Conflict	0.875	18
All Sections	0.901	56

3.2 Socio-demographic details of respondents
Over 80% of respondents are above 30 years (table 2) and over 85% of them had been married (Widow/Widower and divorced) or married. The implication of this on the research output is that higher percentages of responses are received from those that had experienced conflict (if any) between family and work.

Only 18% of respondents had no child at the time of the survey. This indicates that over 80% of responses obtained were from women who had at least a child and this gives credence to questions on how child-bearing might interface with WFC. Also, more than 75% of sampled women had spent more than 6 years on the job, ascertaining the relevance of experience of respondents to the research questions.

Responses are equally spread across the six geo-political zones and the three classes of higher institutions.

Table 2: Socio-demographic characteristics of respondents

Characteristics	Frequency	Percentage
Age (years)		
Less than 20	9	1.0
20-29	163	18.2
30-39	279	31.1
40-49	313	34.9
50 & above	132	14.7
Total	896	100.0
Marital Status		
Single	141	15.7
Married	628	70.1
Widow/Widower	77	8.6
Divorced	50	5.6
Total	896	100.0
Highest Educational Qualification		
SSCE	54	6.0
ND/NCE	169	18.9
HND/BSc	332	37.1
Master Degree	245	27.3
PhD	96	10.7
Total	896	100.0
Designation		
Academic Staff	317	35.4
Senior Admin. Staff	332	37.1
Junior Admin. Staff	247	27.6
Total	896	100.0
Number of Children		
None	161	18.0
1-3	429	47.9
4-6	253	28.2
More than 6	53	5.9
Total	896	100.0

Characteristics	Frequency	Percentage
Ages of Children		
0-9 years	190	21.2
10-18 years	320	35.7
19 years and above	224	25.0
Total	734	81.9
Working Experience		
Less than 5 years	220	24.6
6-10 years	318	35.5
11-20 years	263	29.4
Above 20 years	95	10.6
Total	896	100.0
Zone		
South East	146	16.3
South South	150	16.7
South West	150	16.7
North Central	150	16.7
North East	150	16.7
North West	150	16.7
Total	896	100.0
School		
University	301	33.6
Polytechnic	299	33.4
College of Education	296	33.0
Total	896	100.0

Source: *2019 Survey*

3.3 Determining factors for Work-Family-Conflict

From the results obtained, (presented in table 3), "*Inadequate working facilities*", "*My pay is not worth the service I rendered*", and "*Resumption of work early and closing lately*" are ranked first, second, and third respectively by the respondents among all determining factors. The least ranked factor is issue of *gender discrimination at work.* The results show that women in tertiary institutions experience conflicts between work and family mainly because of inadequacy of working facilities and the economy related factors. Other ranked factors are *family and domestic* responsibilities, *stress and demands of job* among others. This supports findings from Ajala (2017).

Table 3: Determining factors for Work-Family-Conflict

Code	Factor	Mean	Rank
B1	I am usually worn out because of long office hours	3.157	12
B2	Overcrowded work schedules	3.075	15
B3	Extracting work from male subordinate is very tedious	2.730	18
B4	Working with cohesive head or senior staff	3.006	17
B5	Number of official responsibilities	3.156	13
B6	Inadequate staff over large students population	3.228	9
B7	Heavy teaching load and irregular working hours	3.035	16
B8	I am burden with more work because of gender discrimination	2.701	19
B9	Family and domestic responsibilities	3.336	6
B10	Inadequate working facilities	3.516	1
B11	Excessive meetings and administrative assignments	3.185	10
B12	Lack of government policies that respond flexibly to women as a care giver	3.376	5
B13	Current economy situation in the country require to do more with less salary	3.385	4
B14	Resumption of work early and closing lately	3.405	3
B15	Extended family care responsibilities	3.173	11
B16	Stress of working with students and staff affect health	3.315	7

Code	Factor	Mean	Rank
B17	My pay is not worth the service I rendered	3.446	2
B18	If not for the high unemployment rate, I would have quit my job and secure a better job that will give me time for my family	3.272	8
B19	Overloaded family program	3.095	14

3.4 Effect of Work-Family-Conflict

Results of effect of WFC as shown in table 4 reveal that "*Challenges at the work makes me stressed and nervy at home*" is ranked first, followed by "*Mental fatigue at work makes discharging home responsibilities difficult*" and "*It results in psychological burnout and disorder*". Other noted highly ranked effects are: effectiveness on work duties, parenting and mothering, lack of time with family, and inability to meet deadline.

Major observation on the highly ranked effect of WFC is that women in tertiary institutions often sacrifice immensely in balancing their official responsibilities with demands at home. It is, however, noted that child-bearing and raising children are the least effects.

Table 4: Effect of Work-Family-Conflict

Code	Factor	Mean	Rank
C1	It increases emotional exhaustion	3.157	10
C2	It reduces women participation in conferences and workshops	3.075	17
C3	It has negative impact on women's research activities	3.141	12
C4	It results in poor health of women	3.167	9
C5	It lowers productivity level both at home and at work	3.286	4
C6	It results in psychological burnout and disorder	3.289	3
C7	Mental fatigue at work makes discharging home responsibilities difficult	3.298	2
C8	It reduces overall quality of life for women	3.080	16
C9	It affects proper parenting and mothering	3.242	6
C10	Work duties affect effectiveness while performing home responsibilities	3.258	5
C11	Challenges at the work makes me stressed and nervy at home	3.313	1
C12	It affects in fulfilling conjugal obligations	3.119	14
C13	It has effects in fulfilling family engagement/obligations	3.131	13
C14	It has effects on doing house chores	3.143	11
C15	Work demands do not allow me to spend enough time with my family	3.209	7
C16	It affects raising children	3.051	18
C17	It has negative effect on child bearing (from pregnancy to child birth)	2.978	19
C18	The conflict may cause premature retirement	3.093	15
C19	It causes inability to meet deadline promptly	3.183	8

3.5 Perceived Coping Mechanism of Work-Family-Conflict

In balancing the effect of WFC, result (table 5) shows that resuming and closing at work at convenience is the number one coping mechanism being used by women in tertiary institutions. Other highly ranked mechanisms are: using house keeper/help, using childcare centre closer to workplace, and help from colleagues in carrying out official assignments.

Table 5: Perceived Coping Mechanism of Work-Family-Conflict

Code	Factor	Mean	Rank
D1	Casual leave	1.430	18
D2	Casual Maternity Leave	1.494	16
D3	Annual leave	1.471	17
D4	Active support from spouse in carrying out household chore	1.549	15
D5	Active support from spouse when there is need to stay late at work, travel for conference	1.550	14
D6	Support from extended family members	1.724	4
D7	Support from junior colleagues in carrying out official assignments	1.635	10
D8	Support from senior colleagues in carrying out official assignments.	1.637	9
D9	Resuming work and closing at convenient times when you feel the workload is much	1.860	1
D10	Securing outside help such as house help/house keeper	1.827	3
D11	Hiring tutors for children	1.646	8
D12	Securing the help of health care professional for sick children or dependents	1.653	6
D13	Making use of childcare (day care) centres close to your workplace	1.647	7
D14	Sharing of household chores among/between the children	1.619	12
D15	Obtaining goods and services through the help of housekeepers	1.859	2
D16	Flexible work schedule	1.626	11
D17	Proper working atmosphere	1.585	13
D18	Access to internet at home	1.670	5

3.6 Group Results

In order to observe variations among different categories of the socio-demographic details, table 6 presents first four ranked factors on WFC determining factors, effect and coping mechanisms for each group.

WFC determining factors: For respondents above 40 years, major determining factors for conflict are the pay they receive and inadequacy of the working facilities. For the younger ones (below 40 years), complaints about the country's economic situation and the need to resume early and close lately are the major determining factors. The two factors are also the major ones for widows/widowers, divorced, SSCE (Senior Secondary School Examination) holders, ND/NCE (National Diploma/National Certificate of Education) holders, and junior administrative staff.

Married women are also mostly concerned about the pay they receive and their working facilities. For Masters and PhD holders, WFC is determined by domestic responsibilities and large student population. Apart from the working facilities and resumption time, WFC for Academic staff is mainly determined by students' population and stress from working with students while it is *"lack adequate government policies"* for women as caregiver for senior administrative staff.

Distinguished determining factors for those with more children are large number of students and inadequate government policies for, women while family domestic responsibilities are the major ones for those that have spent longer years on the job.

All the leading determining factors are also observed across different geo-political zones and schools. However, excessive meetings and administrative assignments are more common to those from the South-Western part of the country. Gender discrimination, overloaded family program and domestic responsibilities are highly ranked among those from the North-Western part. Number of official responsibilities distinguished women from Colleges of Education from their counterparts from other schools.

3.7 Effect of Work-Family-Conflict

As noted in table 5, major perceived effect of WFC are: *stress and nerviness caused by challenges at work*, *psychological burnout and disorder, difficulty in discharging home responsibility due to mental fatigues at workplace*, and *reduction in productivity at home and work*. Younger women see "*inability to meet deadline*" and "*effect on proper parenting and mothering*" as the most ranked effect of WFC while the older ones perceived "*work duties' effectiveness while performing home responsibilities*" and "*negative impact research activities*" as major effects. A major distinguishable effect noted for married women is "*work duties' effectiveness while performing home responsibilities*"

PhD holders see "*work demands*" and "*negative impact on research activities*" as major effects while it is "*work duties' effectiveness while performing home responsibilities*" for those with lower qualifications.

"Mental fatigue" is a distinguishing effect on academic staff and it is *emotional exhaustion* for senior

administrative staff. Those with more children perceive "*effect on proper parenting and mothering*" as the major effect of WFC while those with fewer children and those with more working experience "*inability to spend enough time with family*".

From different geo-political zones, "*effects on doing house chores*" are the distinguishing effects on those from South-East and South-South; "*work demands*" for those from South-West and South-South; "*increase in emotional exhaustion*" for those from South-South and North East; "*poor health of women*" for those from North West; *work duties' effectiveness while performing home responsibilities*" for those from South West and North East; and *effect on proper parenting and mothering*" for North Central.

Across schools, major distinguishing factor for those from the university "*inability to meet deadline promptly*"; "*increase in emotional exhaustion*" for those in polytechnic and "*effect on proper parenting and mothering*" for those in College of Education.

3.8 Perceived Coping Mechanism of Work-Family-Conflict

Most ranked coping mechanisms of WFC by all the respondents are: "*resuming and closing at convenience*", "*using house helpers/keepers*", and "*access to internet at home*". However, little variations exist among respondents with different socio-demographic status. Younger women use "*casual leave*" and "*support from junior colleagues*" to cope with WFC while the older ones use "*closer childcare centre*". "*Sharing of household chores among children*" is the distinguishing mechanism use by academic staff while junior administrative staff use "*casual leave*" more often. Those with higher qualifications (MSc and PhD) use "*leave*" more often while those with lower qualifications use "*support from spouse*" and women with more children use "*closer childcare centre*" more. In the research by Muasya (2016), it was discovered that female university staff using house help/keeper are more satisfied with the services they receive as they stay longer with them.

South Easterners use "access to internet at home more"; South South use "support from colleagues"; South West use "sharing of household chores among children"; North West use "flexibility of work schedule" more.

Women from Universities use "*support from colleagues*" more as coping mechanism, and those from Polytechnics and Colleges of Educations use almost the same factor

Table 6: Ranks of factors for socio-demographic details of respondents

Characteristics	Determining Factors	Effect	Coping Mechanism
Age (years)			
Less than 20	B16, B14, B15, B13	C12, C14, C18, C15	D9, D8, D1, D6
20-29	B14, B17, B16, B13	C11, C7, C19, C6	D9, D6, D10, D7
30-39	B10, B9, B12, B13	C5, C9, C14, C7	D15, D9, D6, D10
40-49	B17, B10, B13, B12	C11, C6, C7, C10	D15, D10, D9, D18
50 & above	B17, B14, B10, B16	C3, C1, C6, C19	D9, D10, D15, D13
Total	B10, B17, B14, B13	C11, C7, C6, C5	D9, D15, D10, D6
Marital Status			
Single	B10, B14, B16, B12	C7, C11, C5, C9	D9, D10, D6, D15
Married	B17, B10, B13, B12	C10, C11, C5, C7	D15, D9, D10, D6
Widow/Widower	B12, B14, B13, B18	C6, C18, C16, C15	D9, D15, D10, D12
Divorced	B14, B17, B10, B13	C11, C6, C15, C12	D10, D15, D18, D16
Total	B10, B17, B14, B13	C11, C7, C6, C5	D9, D15, D10, D6
Highest Educational Qualification			
SSCE	B17, B14, B18, B16	C10, C11, C7, C6	D1, D3, D11, D2
ND/NCE	B17, B14, B12, B13	C11, C5, C9, C10	D5, D4, D1, D2
HND/BSc	B10, B17, B13, B12	C7, C11, C15, C1	D3, D1, D2, D4
Master Degree	B10, B13, B9, B11	C17, C18, C12, C8	D1, D2, D3, D17
PhD	B17, B16, B6, B10	C15, C3, C1, C6	D1, D2, D4, D3
Total	B10, B17, B14, B13	C11, C7, C6, C5	D9, D15, D10, D6
Designation			
Academic Staff	B10, B16, B6, B14	C6, C11, C5, C7	D15, D10, D9, D14
Senior Admin. Staff	B10, B17, B13, B12	C7, C11, C1, C6	D9, D15, D10, D6
Junior Admin. Staff	B14, B17, B16, B18	C11, C10, C5, C7	D9, D10, D18, D15
Total	B10, B17, B14, B13	C11, C7, C6, C5	D9, D15, D10, D6
Number of Children			
None	B14, B10, B13, B12	C7, C11, C5, C19	D9, D10, D6, D15
1-3	B10, B17, B12, B13	C5, C6, C15, C10	D15, D9, D10, D6
4-6	B17, B10, B13, B6	C11, C7, C6, C3	D15, D10, D9, D6
More than 6	B12, B14, B17, B6	C9, C6, C11, C10	D9, D13, D2, D10
Total	B10, B17, B14, B13	C11, C7, C6, C5	D9, D15, D10, D6

Characteristics	Determining Factors	Effect	Coping Mechanism
Ages of Children			
0-9 years	B10, B12, B17, B9	C9, C5, C19, C3	D9, D15, D10, D6
10-18 years	B10, B17, B13, B18	C6, C7, C11, C5	D15, D10, D9, D6
19 years and above	B14, B17, B13, B10	C11, C1, C6, C3	D15, D9, D12, D10
Total	B10, B17, B14, B13	C11, C7, C6, C5	D9, D15, D10, D6
Working Experience			
Less than 5 years	B14, B10, B13, B17	C7, C19, C10, C5	D9, D6, D15, D10
6-10 years	B10, B9, B17, B12	C11, C5, C9, C7	D15, D9, D10, D6
11-20 years	B10, B17, B12, B13	C6, C11, C8, C9	D15, D9, D10, D6
Above 20 years	B17, B13, B16, B9	C7, C19, C5, C15	D15, D10, D9, D13
Total	B10, B17, B14, B13	C11, C7, C6, C5	D9, D15, D10, D6
Zone			
South East	B14, B6, B17, B12	C5, C7, C14, C15	D9, D6, D18, D10
South South	B17, B18, B13, B6	C11, C15, C12, C1	D15, D10, D9, D8
South West	B10, B16, B11, B17	C10, C11, C16, C14	D15, D9, D14, D11
North Central	B10, B16, B17, B13	C9, C7, C6, C11	D9, D15, D10, D6
North East	B10, B13, B16, B17	C11, C10, C7, C1	D15, D9, D10, D6
North West	B19, B10, B9, B8	C6, C5, C7, C4	D10, D13, D17, D16
Total	B10, B17, B14, B13	C11, C7, C6, C5	D9, D15, D10, D6
School			
University	B13, B10, B14, B17	C7, C19, C10, C5	D9, D15, D10, D7
Polytechnic	B10, B17, B13, B14	C11, C5, C1, C15	D15, D10, D9, D6
College of Education	B10, B5, B14, B12	C6, C7, C9, C10	D9, D10, D15, D6
Total	B10, B17, B14, B13	C11, C7, C6, C5	D9, D15, D10, D6

4. Conclusion

Peace and harmony at home and work are essential in effective and efficient discharge of responsibilities. The research examined different factors that could cause conflicts between work and family, its effect and coping mechanisms among female staff in Nigerian's higher institutions of learning. The result showed "long working-hours" as a leading factor that militates between work and family among the respondents. Other significant factors are inadequacies in pay and working facilities in the institutions. Different management team in various higher institutions are therefore encouraged to make working environment more conducive for female staff, and considerations should be given to female staff especially those at child-bearing and child-rearing ages by making their working hours more flexible and dynamic.

According to responses received the major effects of conflicts between work and family include stress, mental and physical fatigue, psychological disorder, and lower productivity both at work and at home. In order to maximize productivity at work, the management of higher educational institutions in Nigeria are advised to ameliorate the identified major determining factors for work-family conflict. This, in turn, will reduce stress and fatigue. Productivity will, as well, increase and the output will significantly improve.

Resuming and closing work at convenience, especially when the workload is overwhelming is the leading coping mechanism that women in higher institutions utilize to reduce conflicts between work and family. They also use house keeper/help and childcare centre closer to workplace. The managements of the institutions are therefore advised to ensure the establishment of childcare centres within institutions.

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