

Influence of Organisational Support and Work-Family Conflict on Working Mothers' Job Commitment and Satisfaction in Public Universities in South-West, Nigeria

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Abstract

The search for factors that contribute to working mothers' job commitment and satisfaction in organizations is an ongoing one in view of the fact that they are crucial to working mothers' well-being. This study extended the frontiers of this search by investigating the contribution of organizational support and work-family on working mothers' job commitment and satisfaction in public universities in South-West, Nigeria.

The study employed a survey research design of an ex-post-facto type. The target population of the study consisted of all working mothers in the thirteen (13) public universities in South-West, Nigeria from which a sample of 1,456 working mothers that participated in the study were selected through multi-stage stratified random sampling technique. Four validated instruments were used to obtain responses from the participants. Data were analyzed using descriptive statistics; Pearson Product Moment Correlation Coefficient and Canonical Analysis while the significance level was fixed at 0.05 level.

The results indicated a significant joint contribution of organisational support and work-family conflict on working mothers' job commitment and satisfaction ($R_c = .383$, $F = 47.706$; $p < .05$; $R_c = .171$, $F = 21.773$; $p < .05$). It was found that 53.4% of the variance in working mothers' job commitment and satisfaction was accounted for by organisational support and work-family conflict. There were significant positive relationships between working mothers' job commitment and organizational support ($r = .110$, $P < .05$); job satisfaction and organizational support ($r = .222$, $P < .05$) and significant negative relationships between job satisfaction and work-family conflict ($r = -.147$, $P < .05$) and job commitment and work-family conflict ($r = -.106$, $P < .05$).

Conclusively, it was asserted that these findings could be due to the nature of women existence and their unique gender roles which leave them no room than to desire for an appreciable level of support from management to reduce work-family conflict before they could be committed and satisfied. It was recommended that university management should endeavour to provide child care facilities in every unit of the university, implement flexible

starting and closing time for nursing mothers and extension of maternity leave to 16 weeks in order to enhance their commitment and satisfaction.

Introduction

One of the objectives of every organisation is to increase efficiency and effective productivity through its committed employees. Organisations, whether public or private, are also concerned with job satisfaction and increased productivity among employees. However, this has not always been easy to realize especially in a situation where both couples have to work in order to earn income for their livelihood. Working mothers are finding it difficult balancing both work and family responsibilities hence employers and superiors on a daily basis do complain about the job commitment of working mothers. This burden may also affect the job satisfaction of these working mothers. In view of this, many managers may be reluctant to hire mothers because of their high rate of absence and lateness to work as a result of getting their children ready for school in the morning, doing school runs and catering for their children when they fall sick. Despite all these, the truth still remains that an employee that is not satisfied or productive is not relevant to an organization (Badawi, 2006).

Mother's job commitment therefore refers to the extent to which working mothers are serious with, and how obligated and attached they are to their jobs. It is how much of their time, interest, strength and energy that are invested in their jobs, and this can be measured through their job performance. Ahmad, Nadeem and Hamad (2014) describes performance as the accomplishment of work assignments in accordance with one's job obligations. It is the extent to which an employee completes the tasks that make up his job. It is how well an employee is fulfilling the requirements of a job.

Job satisfaction is also related to working mothers' job commitment. Employees who are satisfied with their jobs are also committed to their jobs as Lu (2007) found a positive relationship between job commitment and job satisfaction of working mothers. Satisfied workers are strongly committed to their organisations, they avoid withdrawal behaviours and maintain continued attachment to work. Hafer (2006) categorically opined that they are more productive and maintain an excellent quality of work while Aryee, Chu, Kim and Rhy (2013) and Alexander (2011) submit that employees who are less satisfied with their jobs have stronger intentions to leave the organisation than those who are satisfied with their jobs and dissatisfied workers are not likely to recommend their organisations to a friend. Low levels of job satisfaction predict negative attitudes and behaviours in the work context such as absenteeism, turnover and reduced productivity (Salguero, Carrasco-Gonzalez & Salinas-Martinez de Lecea, 2010).

Several reasons account for poor job commitment and dissatisfaction among working mothers. A working woman is expected also expected to care about her children e all aspects of life, their health, schooling and emotional well-being inclusive. Therefore, if a mother wants to meet these and other demands completely, she may become stressed, overworked and exhausted. This is not surprising because according to Olagunju (2004), stress among women started right from creation when Eve ate the forbidden fruit and God pronounced that she will bear children in pain. Frey (2010) corroborates Olagunju's (2004) statement when he observed that there are conflicts between motherhood and professional advancement and on the home front among most married working mothers, they still find themselves doing most of the housework and taking up care responsibilities all alone.

Jaga, Bagraim and Williams (2013) suggest that work-family conflict occur as a result of handling two roles which are incompatible and demands from work and family are mutually incompatible, hence work-family conflict occur for instance when demand from work role affects an employee's ability to meet the demands associated with family role. Today, many women do not want to just stay at home and do house work, but want to work and excel in their careers. They see themselves as losing their self-esteem if they stay at home and therefore they prefer to work outside the home. Work-family conflict takes place when one is forced to handle two different and incompatible roles at the same time (Kossek & Lee, 2017). There is therefore, a negative relationship between work-

family conflict and job satisfaction and commitment (Waumsley, Houston & Marks, 2010). To be satisfied and committed, working mothers need organisational support in order to reduce work-family conflict which affects their job satisfaction and commitment.

Organisational support is viewed by Allen (2001) as global perceptions about the extent to which an organisation is supportive of employee's work-family balance. Organisational related work support embraces family friendly policies and supportive organisational culture which is necessary to enable working mothers become committed and satisfied with their jobs. They help employees to achieve work life balance as well as decreased absenteeism, decreased turnover and increased employee performance (Colakogu, Osman & Atay, 2010). Organisational support include every support received from the employer as policies or programs developed to help accommodate the needs of employees in form of flexibility in work schedules, on-site child care, family leave, maternity leave provisions, lactation room and other breastfeeding support and child care support (Dixon & Bruening, 2005).

Organisational support is related to work-family conflict, job commitment and satisfaction. Various supports received by working mothers in form of family friendly policies and supportive work- family culture will enable working mothers experiencing conflict between their work and family roles to adjust. When work and family life is balanced, then working mothers will also be satisfied and committed to their jobs.

This study therefore investigated the contribution of organisational support and work-family conflict to the working mothers' job commitment and satisfaction in public universities in South West Nigeria

Hypotheses

1. There is no significant contribution of organisational support and work-family conflict on working mothers' job commitment and satisfaction in public universities in South-West Nigeria.
2. There is no significant interrelationship among organisational support, work-family conflict and working mothers' job commitment and satisfaction in public universities in South-West Nigeria.

Methodology

Research Design: This study adopted the descriptive design of the *ex-post facto* type. *Ex-post facto* design is a quasi-experimental study that describes how an independent variable prior to the study in the participants affects a dependent variable. The *ex-post facto* research design was adopted because the researcher did not manipulate any variables, but rather observed and described the extent of the contributions of already existing independent variables (organizational support and work-family conflict) to the dependent variables (job commitment and job satisfaction) of the working mothers in public universities in South West Nigeria.

Population: The target population for the study comprised of all employed mothers working in all the public universities in South-West Nigeria. South West Nigeria is made up of six (6) States. These states are Ekiti, Lagos, Ogun, Ondo, Osun and Oyo States. There are a total number of thirteen (13) public universities (6 Federal and 7 State) in the six (6) states that make up South West, Nigeria (Ministry of Education (Nigeria), 2015).

Sample and Sampling Technique: One thousand, five hundred and twenty six (1,526) working mothers comprised the sample for this study chosen from the population through the multi-stage stratified random sampling technique. This is because it is a stage-by-stage system of sampling method. The states were selected first through simple random sampling technique. Out of the six states that make up South West Nigeria, three states were selected randomly by balloting.

Secondly, the universities were stratified into federal and state and one federal and one state university were selected from the three states respectively. For Ogun State, since there is more than one state university, the researcher employed the simple random sampling method by balloting to pick one university out of the two state universities.

Thirdly, selection of working mothers that participated in the study was done using proportional stratified sampling technique. This is because the researcher selected 21% of working mothers from each of the universities that emerged from the selection making a total of one thousand, five hundred and twenty six (1,526) respondents. The reason behind the selection of this number is to enable the researcher have a sizable percentage of working mothers that can represent the entire population of working mothers. However, out of this number, only one thousand, four hundred and fifty six (1,456) respondents fully completed and returned the scales given to them representing 95.4% attrition rate.

Instrumentation

Job Commitment Questionnaire: This scale termed “investment model” was developed by Farrell & Rusbult in 1981 was adopted for this study. It has 24 items with 9 options, example: “how long would you like to stay at this job?” 1 = short period of time and 9 = long period of time. The researcher adopted the initial validity established by Rusbult and Farrel (1983) which reported a divergent validity of .60, .56, .55 and .53 for the first, second, third and fourth times respectively. Ogunlana, Oshinaike and Ibrahim (2016) also used the instrument in Nigeria and reported a Cronbach alpha of 0.81 showing that the instrument is reliable.

Job Satisfaction Scale (JSS): Babin and Boles (1998) six (6) item scale was adopted to measure Job Satisfaction. Respondents indicated the extent to which they agree with each item reflecting their level of satisfaction with their jobs by using a 5 point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), example “my job is very pleasant”. A reliability of above 0.70 was reported indicating adequate internal consistency. The reliability of this instrument was re-established by Oghojafor and Adebakin (2012) who reported a Cronbach alpha of 0.74, thus also ascertaining the cultural and environmental relevance of this scale to this present study.

Organizational support Questionnaire (OSQ): The researcher adopted a 20-item scale termed “Organizational Support Questionnaire”. This scale was developed by Thompson and Lyness (1999). Respondents were asked to indicate the extent to which each item reflect the features of their organisations by using a 5 point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). In Nigeria, Arogundade, Arogundade and Adebajo (2015) used this scale and reported a Cronbach alpha coefficients ranging from .74 to .95.

Work-Family Conflict Scale (WFCS): The researcher adopted a 10-item scale termed “Work-Family Conflict Scale”. This scale was developed by Netemeyer, Boles and McMurrian (1996). The scale assesses the extent at which work family conflict affects workers work and family lives. The instrument made use of a 5 point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). In Nigeria Owolabi and Babalola (2014) recently adopted the same scale. Each section of the scale contains 5-items which are measured in a 5 point Likert scale format ranging from 1 = strongly disagree to 5 = strongly agree. WIF scale fulfilled the requirement for standardization of psychological test providing internal reliability of 0.88, while FWI had internal reliability of 0.89. The higher the score on each measure, the higher the perception of interference. This scale is therefore valid and reliable for this study.

Method of Data Collection: The researcher administered the instruments with the help of three research assistants who are undergraduates of Lagos State University. These assistants were trained on how to administer and retrieve the instruments. Each research assistant was assigned to administer the instruments in the two universities within each state. At the end of the process of data collection, out of the one thousand, five hundred and twenty six (1526) scales distributed, only one thousand, four hundred and fifty six (1456) scales were adequately completed and used for the study.

Data Analysis: Descriptive statistics were employed to analyze section A which borders on demographic information. Canonical analysis was employed to test hypotheses one on the contributions of independent variables on the dependent variable. Furthermore, Pearson Product Moment Correlation was used to test hypothesis two on the interrelationship among independent and dependent variables. The Significance level for testing the hypotheses was placed at 0.05

Results

Hypothesis 1: There is no significant contribution of organisational support and work-family conflict on working mothers’ job commitment and satisfaction in public universities in South-West Nigeria.

Table 1: Canonical Correlation, significance, coefficients, and canonical variate loadings of significant contribution of the independent and dependent variables

	Function1		Function2	
Canonical Correlation	.283		.174	
Squared Canonical Correlation	.147		.029	
Wilks	.829		.971	
F – Ratio	47.706		21.773	
Df	6		2	
Sig	.000		.000	
	SCC	CAL	SCC	CAL
Dependent variables				
Job commitment	.479	-1.086	.833	-.553
Job satisfaction	.657	.989	.913	.404
Independent variables				
Organisational support	.579	.767	.519	.587
Work-family conflict	-.523	-.389	-.385	-.182

The results of the canonical correlation analysis in Table 1(a) indicated a significant contribution of organisational support and work-family conflict on working mothers’ job commitment and satisfaction in public universities in South-West Nigeria. The canonical correlation for Factor 1 was statistically significant ($R_c = .383$, $F = 47.706$; $p < .05$). The canonical correlation for Factor 2 was equally statistically significant ($R_c = .171$, $F = 21.773$; $p < .05$). The relatively most important variables based on the standard canonical coefficients are for the first factor, in the case of dependent variables, job satisfaction (.657), and job commitment (.479).

The canonical loadings are more interpretable data than the canonical coefficients. These are the correlations between a variable in a set and its own canonical variate. They reflect the loading on a factor. According to the guiding principle, loadings equal to .30 to .39 are viewed as significant, .40 to .49 as more important, and .50 and above as very significant. The two dependent variables vis-à-vis job satisfaction (.657) was very significant while job commitment (.479) was more important. Among the independent variables, organizational support (.579), and work-family conflict (-.523) were very significant. These findings mean that organisational support and work-family conflict are related with working mothers’ job commitment and satisfaction in public universities in South-West Nigeria.

The redundancy index is the amount of variance that one set of variables (either the independent or dependent set) that is explained by the other set. Because one set of variables is considered as dependent and the other set as independent, this study sought after knowing how much variation in the dependent set that is explained by the independent variable set and vice versa. The results of the redundancy analysis are presented in Table 1(b).

Table 1b: Redundancy Analysis of Dependent and Independent Variates for the Canonical Functions

Standardized Variance of the Independent Variables Explained by Dependent Variables					
Canonical Function	Their Own Canonical Variate (Shared Variance)		Canonical R ²	The Opposite Canonical Variate (Redundancy)	
	Percentage	Cumulative Percentage		Percentage	Cumulative Percentage
1	32.280	32.280	.147	4.734	4.734
2	26.618	58.898	.029	.775	5.509
Standardized Variance of the Dependent Variables Explained by Independent Variables					
Canonical Function	Their Own Canonical Variate (Shared Variance)		Canonical R ²	The Opposite Canonical Variate (Redundancy)	
	Percentage	Cumulative Percentage		Percentage	Cumulative Percentage
1	11.226	11.226	.147	76.552	76.552
2	.683	11.909	.029	23.448	100.000

The results of the redundancy analysis in Table 1(b) indicated that with organisational support, and work-family conflict set as the independent variable, a redundancy index of 4.734 was revealed, indicating that about 4.734% of the total variance as accounted for by organisational support and work-family conflict. With job commitment and job satisfaction set as the dependent variable, a redundancy index of .76552 was revealed, thereby predicting 76.55% of the total variance in working mothers’ job commitment and job satisfaction is accounted for by organisational support and work-family conflict.

Hypothesis Two: There is no significant interrelationship among organisational support, work-family conflict and working mothers’ job commitment and satisfaction in public universities in South-West Nigeria.

Table 2: Pearson Product Moment Correlation Coefficients of the interrelationship between organisational Support and work-family conflict working mothers’ job commitment and satisfaction in public universities

	Commitment	satisfaction	Support	Family conflict
Commitment	1	.539**	.110**	-.106
Satisfaction	.539**	1	.222**	-.147**
Support	.110**	.222**	1	.255**
Family conflict	-.106**	-.147**	.255**	1

N = 1456; **. Correlation is significant at the 0.01 level (2-tailed).

The results in Table 2 indicated the inter-relationship among the variables of the study. On the relationship of working mothers’ job commitment, the Table above depicts the correlation between the working mothers’ job commitment and job satisfaction to be positive (r = .539, p< .05). Working mothers’ job commitment was positively correlated with organisational support (r = .110, p< .05) This shows that there is no support for a positive relationship between working mothers’ job commitment and work-family conflict.

Further on the results on Table 2, working mothers’ job satisfaction was found to be positively related to organisational support (r = .222, p< .05) but divergently related to work-family conflict (r = -.147, p< .05); organisational support was positively related to work-family conflict (r = .255, p< .05). Therefore, the hypothesis that stated that “there is no significant interrelationship among organisational support, work-family conflict and working mothers’ job commitment and satisfaction in public universities in South-West Nigeria” cannot be sustained.

Discussion of Findings

The first hypothesis which stated that “there is no significant contribution of organisational support and work-family conflict on working mothers’ job commitment and satisfaction in public universities in South-West Nigeria” could not be sustained by the outcome of this study. The reason for its rejection is that organisational support and work-family conflict actually significantly contributed to the job commitment and satisfaction of working mothers in public universities in South-West Nigeria. The explanation for this outcome is that working mothers actually need the support of the university administration in form of extended maternity leave provisions, flexible starting and closing time, lactation support and others in order to become satisfied and committed. Furthermore, work-family conflict lowers job satisfaction and commitment among female employees who have family commitments and duties in child bearing and rearing. The outcome of the analysis shows that the independent variables contributed significantly to job commitment and satisfaction. However, they contributed more to working mothers’ job satisfaction than commitment. It is believed that due to the economic situation in the country, lack of better job opportunities elsewhere and the pressing need to contribute to the financial up-keep of the family, working mothers show commitment by trying to fulfil the requirements of their jobs even though they may not be happy or satisfied with their jobs.

Secondly, for women employees, there is more to job satisfaction determination because of the nature of women existence and the gender roles imposed on her. This study therefore lend credence from the findings of Ogbogu (2013) that long hours of work, overcrowded job schedules, inadequate working facilities, family and domestic responsibilities accounted for work-family conflict among staff and this experience resulted into negative effect on level of job performance as well as well-being. This present study agrees with Karatepe and Sokman (2006) who in their studies reveal that work-family conflict impacts negatively to women’s job performance and well-being while Tang and Chang (2010) confirm that this tension contributes to poor job satisfaction because of the strain arising from the multiple roles of women.

Organisational support was also found to make significant contribution to the dependent variables. This is because working mothers especially those with young children may need support from the university administration in form of extended maternity leave provision, flexible starting and closing time, flexible work-schedules, lactation support, etc to be committed and satisfied. However, when the university fail to provide the needed support, working mothers may adopt behaviours that will negatively impact the university assignment in form of taking an extended leave of absence, losing focus on the job, discontinuing breastfeeding prematurely or not returning to work at all. The findings of this study is in line with that of Wann-Yih and Htaik (2011) who found that organizations obtain favourable outcomes from favoured treatment of employees. Employees who are treated well and are shown concern and support are more likely to be satisfied and involved to the organization (Aselage & Eisenberg, 2003; Eisenberge et al, 2001).

The findings of Yimyam, Morrow and Srisuphan (2009) demonstrates that obstacles in the efforts of working mothers to take care of their family responsibilities while at work is a problem that affect mothers job commitment and satisfaction. This finding is also similar to the report of a research carried out by Cumings (2007); Bright (2008); Monyihan and Pandey (2011) and Mensah (2011) indicating that working mothers who received support from their organizations appeared to be more satisfied and committed to their jobs. Further studies (Balkam, Cadwell & Fein, 2011; Kathleen & Taylor 2013) indicate that support for working mothers benefit individual families as well as employers through improved productivity and staff loyalty, enhanced public image of the employer; and decreased absenteeism, health care costs, and employee turnover.

Further on this discussion, it was found that work-family conflict has a significant contribution on job commitment and satisfaction of working mothers in public universities in South-West Nigeria. The reason behind this is not far-fetched. Observation has shown that when people experience conflict, they may become unproductive and for working mothers, conflict at work and at home may create tension preventing them from being satisfied or committed with both work and family roles.

This study also agrees with the findings of Al-Rubaish, Rahim, Abumadini & Wosomu (2009) that work-family conflict contributes to job satisfaction and job commitment. It lowers job satisfaction and commitment among female employees who have family commitments and duties in child bearing and rearing. Aryee (1992) supports a negative relationship between work-family conflict and job satisfaction. Other studies supported by this recent study are Netemeyer et al (1996); Lee, Lok-Sin & Cheng (2016) and Oyewobi, Suleiman & Muhammad-Jamil (2012). Working mothers with family responsibilities may spend more time with their children and therefore diminish their efficiency at work (Sinacore-Guinn, 1998)

This present study is consistent with Ogbogu (2013); Karatepe and Sokmen (2006); Tang and Chang (2010); and Adelabu (2005). Ogbogu (2013)'s findings from 250 women selected from three Nigerian public universities in South-West supports that experience of work-family conflict can contribute to job performance and further to job satisfaction of female employees in Nigerian public universities. According to Adelabu (2005), job satisfaction is determined by pay, fringe benefits like housing and car loans, free medical services, early payment of pension and gratuity, career advancement prospects, vocational intent, status, competence and working conditions.

Furthermore, although work-family conflict contributed significantly to job commitment and satisfaction of working mothers in public universities in South-West, Nigeria, yet from the outcome of the analysis its contribution is not as much as that of organizational support. It then implies that having organizational support reduces work-family conflict for working mothers.

The second hypothesis which stated that “there is no significant interrelationship among organisational support, work-family conflict and working mother’s job commitment and satisfaction” was rejected. The results indicated an inter-relationship among the variables of study. The outcome of the analysis depicts the correlation between working mothers’ job commitment and job satisfaction to be positive; but not with work-family conflict which shows no support for a positive relationship. Furthermore, working mothers’ job satisfaction was found to be positively related to organisational support, and divergently related to work-family conflict.

This hypothesis is rejected because employees who are happy and satisfied with their jobs will definitely be punctual to work, go extra mile to perform their duties as well as being passionate in fulfilling the requirements of their jobs which all culminates to commitment. Also, organisational support is positively related to job commitment and satisfaction because employees who receive enough support from their organizations are likely to be more committed and satisfied. Work-family conflict is negatively related to job commitment and satisfaction because when working mothers face conflict both at home and at work, they experience discomfort and dissatisfaction and find it difficult fulfilling the requirements of their job.

This present result is consistent with previous studies Lu (2007); Agbor, Ebeh, Nwankwo, and Agu (2014); Hafer (2006) which indicate that employees who are satisfied with their jobs are also committed to their jobs. In addition, employees who receive enough support from their organizations are likely to be more committed and satisfied at work than those who do not as reported by previous studies (Bruck, Allen & Spector (2002); Allen (2003); Grandy et al (2005); Ali and Farooqi (2014); they are also less likely to experience work-family conflict. These outcomes indicate that job satisfaction and job commitment for working mothers can only be improved by reducing conflict between work and family. Family friendly policies provide the needed support and plays important role in managing and satisfying the demands of both work and non-work among female employees.

Conclusion and Recommendations

This study has been able to affirm that all the independent variables (organisational support and work-family conflict) contributed significantly to working mothers’ job commitment and satisfaction in public universities in South-West, Nigeria but they contributed more to their job satisfaction than to their job commitment. Also, it has established that there are significant interrelationships among the

variables of study. Based on the findings of this research therefore, it can be concluded that probably working mothers in public universities in South-West Nigeria may not actually be happy or satisfied with their jobs but they still remain committed due to the present economic situation in the country and lack of better job opportunities elsewhere. In addition, due to women's existence and their unique gender roles, more is expected to give them job satisfaction. For instance, they expect to be treated well, shown concern especially when they are young in marriage and with young children and are struggling with adjustment to their new role as mothers. Therefore working mothers need an appreciable level of support from university management to reduce work-family conflict and become satisfied and committed. It was recommended that university management should endeavour to provide child care facilities in every unit of the university, implement flexible starting and closing time for nursing mothers and extend maternity leave to 16 weeks in order to enhance their commitment and satisfaction.

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