

INFLUENCE OF WORK-LIFE CONFLICT ON AGRICULTURAL EMPLOYEE'S JOB PERFORMANCE IN FOREST RESEARCH INSTITUTE OF NIGERIA (FRIN), OYO STATE, NIGERIA

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ABSTRACT

Work is an integral part of human life with or without human existence will be difficult. This study determined the influence of work-life conflict on agricultural employee's job performance at Forestry Research Institute of Nigeria in Ibadan Oyo State, Nigeria. The objectives were: description of employee's personal characteristics, determination of work-life conflict and level of employee's job performance and identification of challenges faced by the respondents in the study area. Multistage Sampling technique was used to select 76 respondents through a well-structured questionnaire. Data collected were analyzed through both descriptive and inferential statistical tools. The results shows the mean age to be 33 years, 51.3% were male, 73.7% were married, and majority 92.1% were Christian and mean income was ₦41.592 per month. Furthermore, major work life conflict identified by the respondents were: work as primary priority ($\bar{x} = 4.2$), training overseas ($\bar{x} = 4.32$), information technology ($\bar{x} = 4.32$). More so, quality of information technology ($\bar{x} = 4.32$), oversea training ($\bar{x} = 4.26$) and having interest in their current job ($\bar{x} = 4.18$) were indicators that enhance employees job performance. Major challenges faced by the organization were present economy affects their job performance ($\bar{x} = 3.23$), poor working condition ($\bar{x} = 2.80$) and lack of research materials ($\bar{x} = 2.56$). The results also show that level of work-life conflict with coefficient value of (0.036), age (0.041), income (0.029) and challenges (0.04) were variable influencing employee's job performance. In conclusion that work-life conflicts have a negative effect on family life in term of number of hours spent at work. Provision of healthy balance system between employee's professional role and family responsibilities is highly recommended.

Keywords: *Influence, Work-life conflict, Job performance, Agricultural employees*

INTRODUCTION

Work is essential in man's life because it serves as a basis for daily livelihood. Due to economic and social changes, family and work setting have changed due to the current economic situation of the country. This has made work more difficult and life become challenging due to one conflict or the other. This usually happen due to expectation for parties or the other which normally result in a family or organizational conflict. Conflict occur

when there is disagreement between two groups of people which have become a reality in a workplace. Mujtaba and McCartney (2010) claim that conflict in the workplace can be functional (forces creativity or positive output) or dysfunctional (negative and stressful), that is many modern organizations are putting too much pressure on their employees to be productive in order to meet the set target of the organization. Organizations are becoming globally competitive which

resulted to an increased level of stress which also conflict with employees personal and professional roles.

Work-life conflict is one type of stress facing employees in the modern workplace which can decrease the overall productivity and performance of a particular organization (Mujtaba, 2008; Naithani, 2010). Work-life conflicts on the other hand have significant negative impact on the workers' health, psychological and physical needs, and also job productivity (Felstead *et al.*, Walters 2002). Work life conflict most often occur when the need and desire of an employees in an organization is not met which is dangerous for an employees and the organization they work with. This will automatically affect the performance of an employee (Higgins and Lyons, 2007). This performance will always come if employees are satisfied and this can reduce excessive stress on the side of the organization as achieving target goals and work become easier for the employees. (Sikander and Afza, 2012). Based on this background the study determine the influence of work- life conflict on employee's agricultural job performance in Forestry Research Institute of Nigeria (FRIN) Ibadan, Oyo State. Nigeria. The objectives were to: ascertain the personal characteristics of the respondents, determine the employees' work-life conflict, determine the level of employees' performance, and identify the challenges faced by employee in performing their job in the study area. The significant relationship between work-life conflict and employee's job performance was investigated.

METHODOLOGY

Study area

The study was carried out in Forestry Research Institute of Nigeria (FRIN) Ibadan, Oyo State. Nigeria. The study area is located at Jericho, Ibadan, Oyo State. The Forestry Research Institute of Nigeria was established in 1973. It has its head quarter in Ibadan, Oyo State. The institution is mandated to conduct research has eight functioning Departments. The vision is to ensure true scientific research activities and man-power development, sustainable forest resources production, management utilization, biodiversity conservation, forest based raw materials provision, food production and security through agro forestry and wild life employment opportunities thereby alleviating poverty, and environmental conservation and management.

Source of data and sampling technique

The population of this study comprise of agricultural employees of Forestry Research Institute of Nigeria Ibadan, Oyo State, Nigeria. Multistage random sampling techniques were used to select respondents. This involved selection of 75% of the department out of 8 department in the study area. Also, 13% of the staff were selected from the chosen department, a total of 76 employees were interviewed for the study. A structured questionnaire was used to generate data on personal characteristics, work life conflict and its effect on employees' job performance were measured using 5 points Likert rating scale of: Strongly agree =5, agree = 4, undecided= 3, disagree = 2 and strongly disagree =1. Challenges to employees' job performance was measured with 3 points rating scale of very severe =3, severe =2

and not severe =1. Descriptive statistics such as percentages, mean and standard deviation while inferential statistics such as regression were used for data analysis.

RESULTS AND DISCUSSION

Personal characteristics of the respondents

Table 1 shows the mean age of the respondents to be 33 years, It was revealed that majority (47.7%) of the respondents fall between the age of 31 and 40 years while less than half (30.3%) were less than 30 years of age. This collaborated the finding of Adegbite and Olaoye (2009) and Issac (2011) who was of the opinion that the age bracket is within economic active age, innovative and energetic to perform at whatever task given to them. Also, more than half (51.3%) of the respondents were

male while (48.7%) were the female. The study implies that there are more male respondents than female counterpart in the studied organization. This result is supported by the report of Ogunjobi and Fagbami (2012) who was of the opinion that there were more male researchers than female researchers in Agricultural Research Institutes especially Southwest, Nigeria. It is wordy to note that almost (73.7%) of the employees in the studied organization were married. This result corroborate the report of Banmeke (2012) who of the opinion that there were a married researcher in research institutes. More than half (68.5%) of the employees had higher certificate which is the basic requirement for employees who work at the studied organization. The mean income of the employees was ₦41,592.00 per month.

Table 1: Distribution of respondents by personal characteristic (n = 76)

Variables	Frequency	Percentages
Age(years)		
< 30	23	30.3
31-40years	36	47.4
41-50years	14	18.4
Above 50years	3	3.9
Mean = 32.6years		
Sex		
Male	39	51.3
Female	37	48.7
Educational background		
OND	4	5.3
HND	16	21.1
BSc	36	47.4
MSc	19	25.0
PhD	1	1.3
Marital Status		
Single	20	26.3
Married	56	73.7
Religion		
Christianity	70	92.1
Islam	6	7.9
Income(₦)		
Below 50,000	9	11.8
50,000- 99,000	19	25.0
100,000-149,000	33	43.4
150,000 and above	15	18.4
Mean = ₦41,592,00		

Source: Field survey, 2016

Work life conflicts of the respondents

Table 2 present major work-life conflicts that influence employees job performance in the studied area among work-life identified were: employees take their work as their primary priority ($\bar{x} = 4.2$) and long daily and weekly working hours causes family conflict ($\bar{x} = 3.1$). These results is supported by the study of Haggings *et al.*, (2007) who was of the opinion that work-life is a conflict between work and family life roles. That is the prevalence of long hours of work has become a major problem in Nigeria. This result is in line with the assertion of Giga and Hoel (2003) who say prolong working hour has a negative effect on employees performance. Also, Tucker

and Folkard (2012) say the employee who work more than 21 hour per day is quite long and this can conflict with their personal life. Other work-life conflict identified were personal life affect employees commitment ($\bar{x} = 2.77$), superior expectation ($\bar{x} = 2.39$), stress and anxiety($\bar{x} = 2.31$) and sudden change in organizational plan. This actually affects the employees at the same time reduce the organizational productivity. This results is in line with the assertion of Mauno and Piitulainen (2005) who says work generally conflict workers personal life-related activities such as social and personal activities which results in anxiety and stress.

Table 2: Distribution of respondents by work-life conflict (n = 76)

Statements	Mean	SD
Employees work is primary priority.	4.15	1.21
I believe that long daily and weekly working hours causes conflicts between my work and my relationships with my family.	3.10	1.38
Employees who are highly committed to their personal lives cannot be highly committed to their work	2.77	1.26
I believe that the high expectations of my supervisors cause conflicts between my work and my relationships at home.	2.39	1.24
Things I want to do at work don't get done because of the demands of my family or spouse/partner	2.03	1.07
My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks and working overtime	2.31	1.20
The amount of time my job takes up makes it difficult to fulfill my family responsibilities	1.96	1.07
Due to work-related duties, I have to make changes to my plans for family activities	2.89	1.40
In my organization, there is work over load which is affecting my personal lives.	2.11	1.31
There is a lack of supervisory support which affect my work negatively.	1.92	1.12
I have experienced that my work performance is affected by stress and anxiety over childcare.	2.31	1.21
I have experienced conflicts in the schedule when it comes to family events and works.	2.26	1.25
I have a tendency to worry a lot about my job when I am at home.	2.35	1.25
My helpfulness behaviour or inability to say "no" to tasks given to me at work has caused family disharmony.	1.92	1.06

Source: Field survey, 2016

Level of employee's job performance

Table 3 indicate the level of employee's job performance among the employees in the study area. The result reveals that training overseers enhance employee's job performance ($\bar{x} = 4.32$). This result agrees with the finding of Lam *et al.*, (2002) and Jabeen (2011) who reported that regular training needs assessment is necessary for in agricultural organizations to discover gaps and proffer solutions to the existing gaps. Also, provision of information technology increase the quality of work ($\bar{x} = 4.32$), most of the employees like their current job ($\bar{x} = 4.26$) and found enjoyment

in their job ($\bar{x} = 4.18$). This results implies that respondents receive motivation from their organization in order to cushion the effect of work life conflict for the betterment of the organization. Based on the aforementioned results it was discovered that 86.8% of the employees falls into high-performance level. This results is in support by the assertion of Frese (2002) who was of the opinion that organizational goal will be achieved if employee's performance is very high. In line with Van scotter *et al.*, (2000) high employee performance lead an organization to have greater opportunities for employees than those who have low performance.

Table 3: Distribution of respondents by level of Job performance (n = 76)

Statements	Mean	SD
My quality of work is increased due to information technology	4.32	0.80
Training overseas will enhance my performance	4.32	0.88
I like my current job	4.26	0.82
I find enjoyment in my current job	4.18	0.85
I always finish my job before stipulated time	4.14	0.87
All in all, I feel fairly satisfied with my work	4.02	1.00
I feel my job is more interesting	4.07	1.08
I received training to improve my skills	3.63	1.32

Source: Field survey, 2016

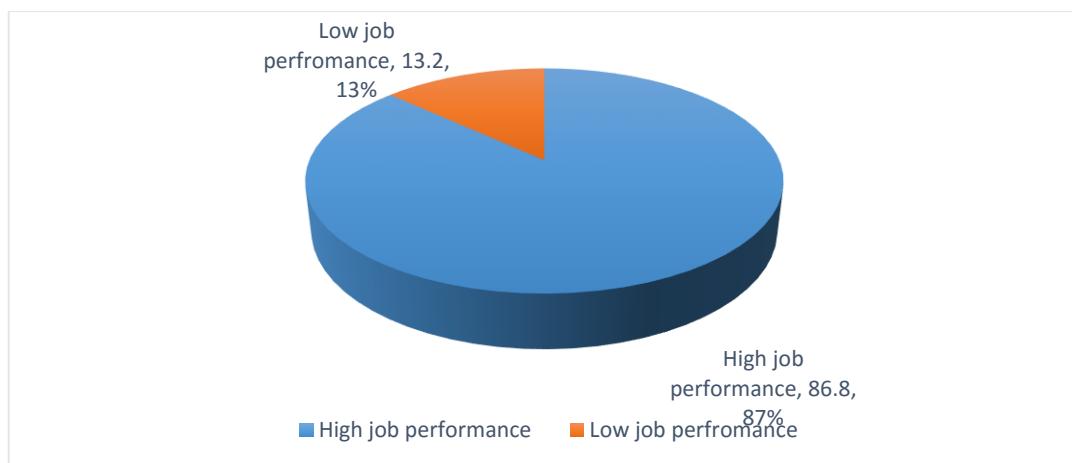


Figure1: Level of employee's job performance

Organizational work-life challenges that affect job performance

Table 4 reveals organizational work-life challenges that affect employee's job performance in the study area. Most of the pressing challenges that affect employee's job performance were: present economic recession ($\bar{x} = 3.23$) this has thrown many families off balance and generate conflict between work and family life. This results is supported by the assertion of Mujtaba (2008) who said that ability to balance economic and personal life is one of the

Testing for hypotheses

The result of regression in Table 5 showed that age of the employees had coefficient (0.041) and significant at 5 percent level of probability. The coefficient in age indicates that economic age of the respondents which tends to increase employee's level of performance. Sex was found to have a positive coefficient (0.035) and significant at 5 percent level of probability. The significance of age also corroborated the earlier finding of Issac (2011) who reported that younger employees are more vibrant and energetic which also facilitate easy gain of experience over time. This result is in line with the assertion of Abiona *et al.*, (2014) who assert that the lesser the age of workforce in organization the better the

major factors that cause conflict in an organization. Other challenges identified were the poor working condition within the organization ($\bar{x}=2.80$) and lack of research materials ($\bar{x}=2.56$). The condition of the most workplace in the study area had the rate at which employees can manage their personal and professional work together. Also, lack of motivation from the management ($\bar{x}=2.53$), employees as not well compensated ($\bar{x}=2.50$) and the condition of health care facility causes conflict in the organization.

performance. Income also found to have a coefficient (0.029) and also significant at 5 percent level of probability. This implies that increase in their income will increase their performance at given task. Work-life conflict had a positive coefficient (0.039) with employee's job performance and was statically significant at 5% level of probability. The challenges of the employees were numerous and it was significant at the coefficient of (0.048) at 1% level of probability. Competency of the superior can be a proxy for job performance thus one expected management able to handle technical issues relating to staff should increase employee's performance and thus reduce indulgences among workers.

Table 4: Challenges that affect employees job performance

Challenges	Mean	SD
Present economy of the country	3.23	1.05
Poor working condition within the organisation	2.80	0.95
Poor leadership	1.98	1.11
Lack of motivation	2.53	1.18
Lack of healthcare services	2.43	1.21
Lack of research materials and equipment	2.56	1.13
Work time factor	2.39	0.96
Improper training	2.36	1.09
Non-payment of workers salary	1.48	0.82
Lack of financial support	2.40	1.08
Lack of compensation	2.50	1.06
Work-life conflict	2.17	0.98

Source: Field survey, 2016

Table 5: Regression of work-life conflict indicators on employee's job performance

Variables	Standard error	Standard Coefficient	t	Sig
(Constant)	5.866		4.585	.000
Age(years)	.078	.146	1.169	.041*
Sex	1.043	.237	2.152	.035**
Educational level	.719	-.001	-.010	.992
Marital status	1.359	.193	1.525	.132
Religion	2.105	.136	1.136	.260
Income	.621	-.238	-1.849	.029**
Work-life conflict	.064	-.101	-.784	.036**
Challenges	.072	-.089	-.709	.048**

*Significant at 1%, **significant at 5%

CONCLUSION AND RECOMMENDATIONS

This study concluded that work-life conflict is associated with many factors such as age, sex and pay. The study concluded that work life conflict and employees job performance have significant relationship. The economic recession had brought about the conflict in the different area of the workforce. It became imperative for an organization to train their staff in other to achieve targeted goals. This can be done by helping them prioritize their work and life activities which will serve as motivation for both employees and employers in achieving their targeted goals.

This study finally recommends that:

- i. Management should understand their employee's capabilities and also know how to encourage them. It is important for the organization to know various types of conflicts that may border around them such as salaries, job environment, and security and job performances.
- ii. Management should attempt to provide a healthy balance between their employee's professional role and family responsibilities

iii. The management should provide different work life incentive that will encourage the employees to be more productive on their job.

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