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**THE EFFECTS OF WORK STRESS AND WORK FAMILY
BALANCE ON WORK SATISFACTION: A RESEARCH ON
NIGERIAN UNIVERSITIES**

Hazırlayan

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ETHICAL CONTRACT

According to the Tokat Gaziosmanpaşa Üniversitesi, Institute of Social Sciences thesis writing guide, I declare and accept all kinds of legal sanctions if it is determined that “The Effects of Work Stress and Work Family Balance on Work Satisfaction: “A Research on Nigerian Universities” which I have prepared under the supervision of Prof. Dr. Sema POLATCI, is mine and original work and is appropriate in terms of scientific, ethical values and rules.



Ridwan Olalekan Abodunrin

DEDICATION

This research work is dedicated to Almighty ALLAH (S.W.H) the ORIGINATOR of my life, who has directed my feet to this great citadel of learning with contribution to this research work beyond doubt. Also, my parents' late ALHAJI & ALHAJA ABODUNRIN for their tireless efforts and immense financial and moral supports toward the completion of this thesis.



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ÖZET

Bu araştırma Nijerya üniversiteleri bağlamında iş stresi ve iş aile dengesinin iş tatmini üzerindeki etkisini incelemektedir. Önceki çalışmaların çoğunda bu değişkenlere ilişkin net ve eş zamanlı değerlendirmeler sınırlıdır. Çalışma, iş stresi ve iş aile dengesinin iş tatmini üzerindeki etkilerini ayırt etmeyi amaçlayan 18 farklı üniversiteyi kapsayan kapsamlı bir anketi içermektedir. Yapılandırılmış anket yöntemiyle üniversite çalışanlarına toplam 1200 anket dağıtılmıştır. 901 anket geri dönmüş ve yüzde 75,08 gibi önemli bir yanıt oranı elde edilmiştir. Çalışmada ilgilenilen değişkenler arasındaki ilişkileri ve bağımlılıkları incelemek için Bağımsız Örneklem T-Testi, ANOVA, LSD testleri, korelasyon analizi ve regresyon analizi dahil olmak üzere çeşitli istatistiksel teknikler kullanılmıştır. Bağımsız Örneklem T-Testi'nin sonuçları, cinsiyet grupları arasında iş tatmininde önemli farklılıklar olduğunu ortaya çıkarmıştır. Ek olarak, ANOVA ve LSD testleri, demografik faktörler arasında iş memnuniyetindeki farklılıklara ilişkin değerli bilgiler sunmuştur. Ayrıca korelasyon analizi, iş stresi ile iş tatmini arasında negatif bir ilişki olduğunu, iş aile dengesi ile iş tatmini arasında ise pozitif bir korelasyon olduğunu ortaya çıkarmıştır. Regresyon analizi sonuçları, iş stresinin iş tatminini olumsuz etkilediğini, iş aile dengesinin ise iş tatminini olumlu etkilediğini kanıtlamaktadır. Bu çalışma, çalışanların iş memnuniyetine katkıda bulunan faktörlerle ilgilenen işverenler, insan kaynakları uygulayıcıları, hükümet, okuyucular ve politika yapıcılar için değerli bilgiler sunmaktadır.

Anahtar Sözcükler: İş stresi, İş aile dengesi, İş tatmini

ABSTRACT

This research examines the effects of work stress and work family balance on work satisfaction in the context of Nigerian universities. Most of the previous studies have limited evaluations on these variables clearly and simultaneously. The study involved a comprehensive survey of 18 different universities, aiming to discern the effects of work stress and work family balance on work satisfaction. Through a structured questionnaire method, a total of 1200 questionnaires were distributed among university employees. 901 questionnaires were returned, yielding a response rate of 75.08 %. The study employed statistical techniques, including Independent Samples T-Test, ANOVA, LSD tests, correlation analysis, and regression analysis, to scrutinize the relationships and dependencies between the variables of interest. Statistical package of social sciences (SPSS25) was utilized for data analysis. The results of the Independent Samples T-Test unveiled significant variations in work satisfaction between the gender groups. Additionally, the ANOVA and LSD tests offered valuable insights into the differences in work satisfaction across demographic factors. Furthermore, correlation analysis unveiled a negative relationship between work stress and work satisfaction, while a positive correlation emerged between work family balance and work satisfaction. The results of the regression analysis prove that work stress affects work satisfaction negatively and work family balance affects work satisfaction positively. This study delivers valuable insight for employers, human resource practitioners, government, readers and policy makers who are concerned with the factors that contribute to work satisfaction of employees.

Keywords: Work Stress, Work Family Balance, Work Satisfaction

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LIST OF ABBREVIATIONS

1. WST	Work Stress
2. WFB	Work Family Balance
3. WSA	Work Satisfaction
4. GAS	General Adaptation Syndrome
5. ILO	International Labour Organization
6. PhD	Doctorate Degree
7. SPSS	Statistical Package for Social Sciences
8. GE	General Electric
9. CEO	Chief Executive Officer
10. EAP	Employee Assistance Program
11. SSCE	Senior Secondary Certificate Examination

INTRODUCTION

Work stress is currently a crucial public health problem attracting widespread attention as researched by Margolis and his colleagues (1974). The concept of work stress basically concerns employee's physical reaction initiated by bunch of work responsibilities. Senova and Antosova (2014) illustrated that employee of a particular organization tends to be stressed as a result of not being capable to cope with the current work environment which negatively affect the physical and mental wellbeing of employees involved. Furthermore, work stress is described "to have negative effects on organizations, which affect efficiency in productivity due to workers dissatisfaction, negativity and absenteeism to mention few" (Webster, et al., 2010).

To continue with the concept of work stress, Gazzaniga and Heatherton (2003) described work stress as "the initiator of physical, hormonal and chemical changes in the body system of individuals to accelerate the functioning of the heart, lungs and muscles". This illustration describes when an employee is tensed as a result of complicated task assigned. On the discussion of nervousness caused by work stress, Henry and Evans (2008) concluded that "stress is inherent in work and can occur when discrepancy exist between demands of the workplace and a worker's ability to execute these demands".

Concluding the discussion on the introduction to work stress, Colligans and Higgins (2006) discussed factors to develop and nurture workplace stress which are widespread and range from technological change and global competitive pressures to toxic work environment and managerial bullying. The factors listed are hindrance to creativity and productivity of both the employees and the firm involved.

Introducing the moderating variable for this research "Work Family Balance" which has been the challenge in organizations and homes of both employers and employees. Social roles of individuals as examined by Ashforth and his colleagues (2002) with Clark (2000) is said to be important activities regarding self-definition, behavioral boundaries, affective boundaries, relational boundaries, structure of physical location and other acts in regards to managing daily schedules. Social roles are categorized into phases but the primary social roles are very relevant and consist of work and nonwork activities of individuals. Work duties include; managers, employees, occupations and union representatives while non work roles include; student roles, religious roles, family roles, leisure roles and community roles.

The meaning to work family balance is said to have chameleon characteristics as a result of different views from different scholars. Greenhaus and Allen (2006) collaboration resulted to describing the concept as the “the extent to which an individual’s effectiveness and satisfaction with job tasks and family roles are compatible with the individual’s life priorities.” Buttressing this analysis, satisfaction attained in engaging in both job and family duties are of high relevance but can be conceptually problematic during the process of analyzing. Therefore, it was concluded by these researchers to be identified as a psychological construct and can only be effective and efficient according to how the subject involved analyze it.

Contradicting the above concept was the role balance theory of work family balance which emphasized on individual’s satisfaction rather than considering the level of equilibrium and equality according to Marks, MacDermid and his colleagues (1999, 2001). In reference to this description, the concept of balance ascribed more meanings to it aside from equilibrium or equality, but satisfaction and memorable experiences generated as result of priorities getting fulfilled. To conclude with the introduction to work family balance, more meanings are read to the word “balance” because of the diversity in views from different scholars which led to an unending discussion about this research area.

The concept of work satisfaction was introduced by Happock (1937) and described as “employees’ psychological and physiological satisfaction with the working environment.” The scholar also added that job satisfaction is the subjective reaction of employees to their working environment. In other words, it is illustrated as the level of utility derived by workers in a particular firm while performing duties in the business environment. Work satisfaction is identified to be a very important element to be derived by employees to enhance creativity for development and enhancement of efficiency.

Researches on work satisfaction have focused on its initiating factors. In summary, it was concluded by these scholars that job satisfaction is illustrated by some factors which are: work environment characteristics, organizational environment, job type, job security and employee features, including level of education, gender, age, and personality in the citation of Seashore and Taber (1975).

Job satisfaction influence the work performance of the employees as well as the entire firm. The features of task are primarily related to work satisfaction and have great influence on employees’ wellbeing and personal life. This concept therefore reverses to the first

variable of this research “Work Stress” as a crucial factor that employees in different organizations and occupations experience, and it negatively affects job satisfaction as analyzed by Friganovic and his colleagues (2019).

The effects of work stress and work family balance on work satisfaction is currently identified as a relatable topic to the affairs of the education system in Nigeria due to the lack of balance between work and family activities in respect to the Academic Staff Union of Nigerian Universities. High work stress with both subjective and objective imbalance of academic staffs work and family duties aided complications that negatively affected students, academic and non-academic members, businesses and the general public affairs at large.



CHAPTER ONE

WORK STRESS

1.1. Introduction to Work Stress

Stress is a word derived originally from physical science to quantify the amount of force applied to a given area. Work stress is identified to be relatable among humans which led to the description by a psychiatrist named Peter Panzarino (2008) who defined work stress “as a fact of nature-forces from the outside world affecting individuals”. Humans encounter stress in their personal and occupational life which as a result develop the human capacity to improve positively but the reverse tends to happen to those that cannot handle the stress encountered.

Another psychologist Dyer (2006) examined work stress “as the body’s reaction to a change that requires a physical, mental, or emotional adjustment or response”. At this juncture, it is described to be an inevitable aspect of life from the daily activities of humans because it is the force that gets individuals out of bed in the morning, inspires to be more creative, and a motivation at the gym. Also, Robbins and Sanghi (2016) described the concept positively as “an opportunity that offers potential improvement” while Rubina (2018) believed “the absence of work stress is death”. Contradicting these points are the opposite of motivation and creativity which some individuals lose as a result of lacking the abilities and motives to manage work stress when encountered.

Hans Selye (1946), one of the founders of the American Institute of stress, took time to examine how the human body respond to work stress. He was an endocrinologist that researched on the effects of adrenaline with other hormones functioning in the body when work stress occurs and can increase the risk of one having stroke, chronic ulcer, mental illness and heart attack possibly.

The effects of work stress are identified to be positive in some cases where its aid to avoid danger or to meet a particular deadline of projects or assignments. It is also beneficial as it can improve athletic performance. An example is the just concluded FIFA World cup (2022) that was hosted in Qatar. Lionel Messi of Argentina was encountered with series of work stress in previous tournaments without achieving the set goal which was later achieved in the just concluded tournament as a result of controlling the situation. Hence, it observed

that pressures can lead to optimal performances, and can otherwise lead to work stress with its negative after-effects.

Work stress is researched to be a global issue that affect workers in every country either positively or negatively. The research of Alegbeleye and his colleagues (2014), emphasized on the level of work stress in Nigerian companies as unstructured because Nigerian employers do not comply with set standards outlined by the International Labor Organization (ILO) stating that “employers of labor must initiate a work stress management policy that will aid the effectiveness of its staff members and also motivate them in enhancing creativity and productivity.

1.2. Theories of Work Stress

Work stress is identified to be widely researched and analyzed by many scholars with different forms of theoretical approach describing the concept. Some of the theoretical analysis by these researchers are listed with their contents below.

- I. **Job Demand Control (JDC):** In reference to the research of Karasek (1979), job demand control emphasized on two crucial components which are “job demand and job control” in an organization setting. This particular model has been identified as one of the most relevant psychological theory supporting the concept of work stress. Job demand is defined to be the quantity of task an employee carries out or is expected to perform which is also called “work load”. While job control refers to the potential capabilities and supports from co-workers or supervisors of the employees to carry out duties of the work demand. Job control is otherwise known as the “decision latitude” which describes the professionalism of the employee to be able to handle the task given and also contribution from the other staffs and relevant influencers in completing a particular project. Contradicting the decision latitude is when support is not been rendered which is unethical for worker’s physical and mental health.
- II. **Effort-Reward Imbalance Model:** This theory by Siegrist and Peter (1994) gives description about how job demand regulates with reward and recognition. This model is also one of the most influential theories on work stress analysing how morals of the employees can be boosted by motivating, applauding and rewarding their contributions to attaining the objectives of the organization. When these forms of appraisal are not performed, it is concluded to lead to “job strain”.

- III. **Person-Environment Fit Model:** Outlined in this theory postulated by Schonfield and Chang (2017) are the abilities, characteristics, attitudes and resources of employees fitting into the business environment they perform duties. It is very important that individuals to possess the appropriate features that matches with the tasks they perform and also the organization environment they are.

There are other theories and models that illustrates more about the content of work stress but this study could find it way around these three concepts analyzed above.

1.3. The Work Stress Process

The basic human functions which consist of breathing, digestion, heartbeat, and other unconscious actions are controlled by a segment of the brains. Canon (1915) illustrated that “the human brains respond to outside threats to our safety with a message to our bodies to engage in a flight or fight response”. The “flight or fight” response refer to the current state of mind of an individual experiencing work stress. An individual can either tackle the situation if the capability is available which is otherwise known as fight, or avoid the situation which is the flight mode.

Selye (1946), an endocrinologist that contributed massively to the concept of work stress and its implications that was highlighted in the introduction phase of this research and hypothesized that work stress influences the human immune system negatively. Therefore, he developed the “General Adaptation Syndrome” (GAS).

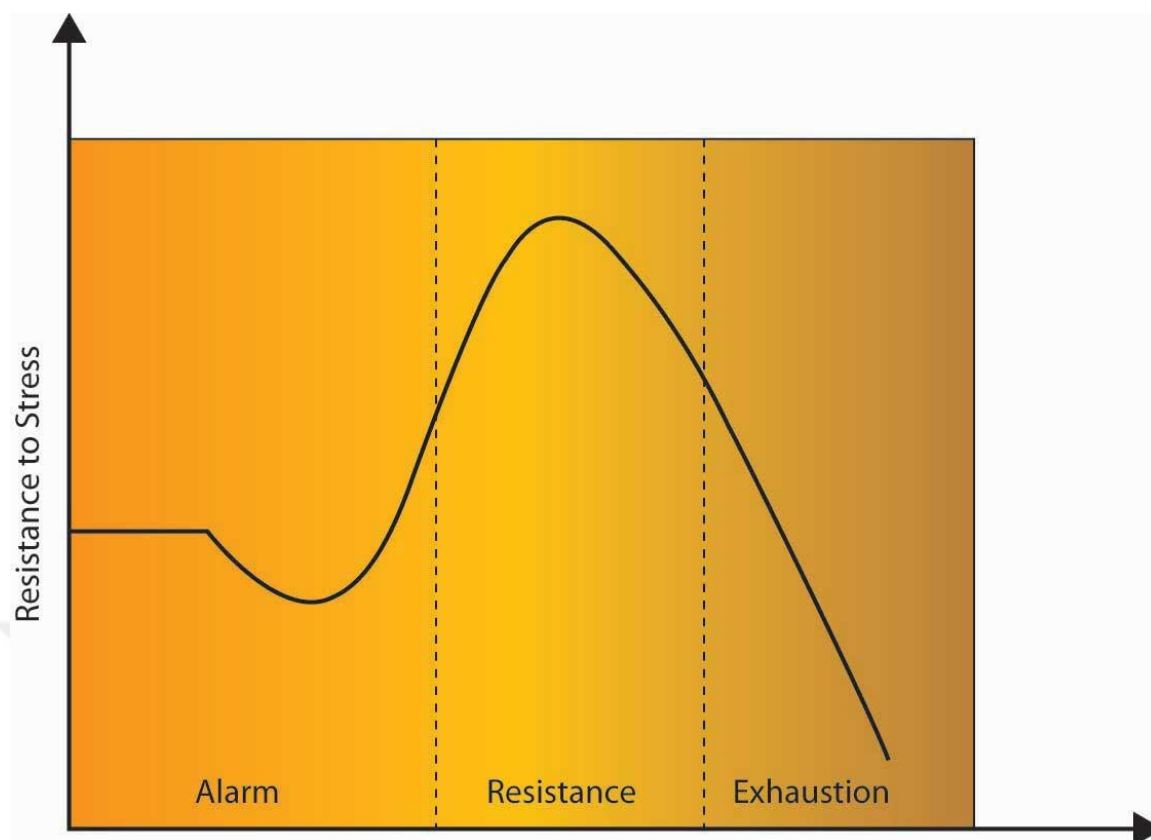


Figure 1: General Adaptation Syndrome (GAS) by Selye (1946)

- I. **Alarm Stage:** this phase refers to the moment when the stressor in human aids to identify an important situation that needs to be address swiftly. This moment, the human brains respond to the incident occurring by initializing the “fight or flight” mode. In other words, the individual tends to make the decision on either responding to the situation or ignoring it, depending on how important or crucial the situation is. As a result of the decision made during this process, the human immune system is said to be work stress free.
- II. **Resistance Stage:** this stage of stress illustrates the level at which the human immune system can bear or control a particular situation. An example is when an individual works during winter, the human body can bear the cold for a while but after a long period of not getting exposed to heat, the human immune system tends to respond negatively. The resistance stage can also be analysed with hunger, individuals can bear the work stress for a while but not for a longer period of time.
- III. **Exhaustion Stage:** This is the final phase that describe when the immune system can no longer bear the work stress incurred. Hence, the use of caffeine and sugar are adopted to supply some level of strength to the human immune system. Work stress

often led to death cases if the condition is out of control. The researcher of this process refers to work stress that led to disease as “work distress”, and work stress that was positively defeated as “work eustress”.

1.4. Components of Work Stress

The components of work stress are the contexts that initiate a work stress reaction by enhancing levels of adrenaline and constituting a physical or mental reaction. According to the American Psychological Association (2007), topping the list of stressful issues are money, housing and occupation which are identified as the basic needs of individuals. All these basic amenities are personal challenges which are different from that of work place. Although, without conquering both personal and workplace stress, it would be difficult to afford the basic amenities listed which is why the workplace is of importance to this analysis. Hence, the components of work stress in the workplace otherwise known as “Stressors” would be discussed below.

- I. **Role Demands:** the concept of role demand consist of 3 subsections which include; role ambiguity, role conflict, and role overload. Starting with role ambiguity, it refers to when an employee of a firm tends to be unclear about duties of a new post assigned. Fisher and Gittelsohn (1983), Jackson and Shuler (1985) with Orqvist and Wincent (2006) illustrated that having high role ambiguity is related to high emotional exhaustion, more thought of leaving the firm, with lower job attitudes and performance. Role conflict on the other hand refers to an incompatible demand levied on an employee relating to the task assigned. An example is wanting to reduce cost and expecting to produce quality products which is practically not feasible. While role overload is having limited time and resources to complete an assigned task. This happens mostly when a firm lay off workers and divert the tasks to the available employees. But of all the factors illustrated, role ambiguity mostly affects workers negatively unlike the others. Role ambiguity is said to be the strongest predictor of poor performance as cited by Gilboa and other scholars (2008) and also Tubre with Collins (2000).
- II. **Information Overload:** Data overload is another component of work stress that refer to how imbalance an individual could be when there is too much information to process within a limited time. Schick, Gordon with Haka (1990) refer to information overload as “a situation when the information processing demands on an individual’s

time for interactions, which makes internal calculation exceed the supply or capacity of time available for such processing”. Humans on a daily tend to receive texts, emails, social media posts, news, meetings notification and other information which initiate the state of imbalance in digesting these messages efficiently. Although, role overload seems to be more efficiently managed with the aid of numerous search engines and material that are easily accessible (Dawley & Anthony, 2003). Hence, this improves efficiency, creativity and save energy for the purpose of reducing work stress in the work place (Overholt, 2001).

- III. **Work Family Conflict:** As the word ‘Conflict’ implies, this component describes the negative atmosphere in managing work and family which was cited by Netemeyer, Boles with McMurrian (1996). Some workers seem not to be capable of handling the affairs of the family and balancing it with that of work. This stressor tends to occur when there is incompatibility between family affairs and work. Literally, the research of Kossek and Ozeki (1998) indicates that work family conflict tends to be more problematic for the females than males. Thomas and Ganster (1995) in their citation disclosed that organizations can help employees maintain work family balance by flexibly assigning duties and also attaching considerate supervisors who are supportive of employee’s work family balance.
- IV. **Downsizing:** This is another component of work stress that negatively affect workers psychologically and also their performances. Downsizing in an organization refer to a situation whereby the firm lay off some employees due to inflation rate or recession, leaving multiple tasks to few individuals. This form of work stress would affect the productivity and performance of employees negatively because they seem to be assigned to more tasks than they can handle at that particular period. The loss of job is described to be a stressful event because it will initiate financial problem. Also, those maintaining their position in the organization would also be assigned to multiple tasks while battling with job insecurity which will initiate greater work stress, alcohol use, and lower creativity and productivity. The context for this concept was extracted from Moore, Grunberg, and Greenberg (2004), Probst and his colleagues (2007) with Sikora and his colleagues (2008).

1.5. Outcomes of Work Stress

According to prior researches, the outcomes generated as a result of work stress are classified into; physiological, psychological and work outcomes. The following end results of work stress are thereby discussed below.

- I. **Physiological:** Human nervousness, headache, tension, anger, irritability and fatigue are the outcomes of work stress occurring internally in the human system. Dr. Dean Ornish (1984), one of the scholars of work stress, indicates that work stress is related to aging. As a result of chronic work stress, the complexion of the affected individual blemishes, which causes the skin to wrinkle having. An example of physiological outcome was generated by Taylor (1987) in the content of Fortune Article stating that the former CEO of General Motor Corporation has a ruddy face covered with a red rash, the doctor tested that it was as a result of work stress despite that it is painless but disfiguring. Also, work stress has not been linked directly to causing heart attack but causes individuals to engage in activities like smoking, eating fatty foods, and failing to do exercises which could lead to heart attack.
- II. **Psychological:** Anxiety which refers to fear of the unknown and depression which occurs as a result of unfavourable outcomes are the two most common work stress outcomes psychologically. In reference to Mayo Clinic Staff (2008), emotional problems which are tend to be psychological are initiated as a result of work stress generated from anticipating about the unknown or not satisfied with the current situation an individual finds himself or herself.
- III. **Work Outcomes:** The result of work stress for an employee working in a particular organization are poor performance, low commitment level and other factors leading to loosing interest about attaining the objectives of the organization. In reference, employees who are less work stressed possess high job commitment unlike those who are more work stressed that possess low commitment as researched by Cropanzano, Rupp, and Byrne (2003). Despite the work stress some employees encounter while performing tasks, they seem to be motivated to overcome them unlike other employees who do not possess the capabilities to tackle the challenges as illustrated by Podsakoff and Lepine (2007). Although, the objective for all firms is to optimize work stress level so as to avoid exhaustion for workers to be more committed to objectives and also be creative at tasks assigned according to the citation of Quick and his colleagues (1997).

1.6. Individual Approaches to Managing Work Stress

The human immune system which is prone to work stress also have several solutions to prevent it. The underlisted contents are forms of managing work stress by individuals.

- I. **Flow:** this concept was developed by a psychologist Csikszentmihalyi (1997) who described it as a state of consciousness in which a person is totally absorbed in an activity. In other words, individuals should work in an environment and position that suits their interests. Performing tasks relating to an employee's area of interest engages the individual more, this allows the worker to breakdown tasks into smaller units for an outstanding performance. An example can be sighted from music where individuals do what they love and get paid from multiple streams.
- II. **Diet:** Identifying what to eat and what time to do so is very important for individuals who intend to get less stressed at work. Some foods are identified to be greasy which makes people get tired easily because it takes longer period of time to digest. Therefore, it is important to identify nutritious and energetic foods like fish, especially wild salmon which initiate a feeling of alertness, increased concentration, and faster reaction times as cited by Wurtman (1988).
- III. **Exercise:** This refers to a physically active ways of managing work stress by individuals for the purpose of disrupting mental fatigue and aiding mental concentration. In reference to a research conducted in a large manufacturing company by a Belgian scholar Miller (1986), the result indicated that employees who got engaged with some forms of exercises were more active during a battery testing task unlike those who rested during their break time. Thus, exercise is concluded to give more energy due to the fact that more oxygen is taken in during the process, and enhance decision making process positively.
- IV. **Sleep:** It is an important activity to indulge in for one to reduce work stress. Individuals tend to lose their temper and struggle to focus on their actual tasks if they do not have a proper sleep when necessary. Tumminello (2007) stated that "one third of American adults claim to have trouble sleeping and 37% admit to have actually fall asleep while driving in the past years". Therefore, exhaustion due to not having enough sleep can tamper with creativity of employees and also the productivity of the organization as a whole.
- V. **Creating a Social Support Network:** Referencing the research of Halbesleben (2006), he illustrated that "individuals who have a strong social support network are

less work stressed than those who do not”. Therefore, isolation of individuals at work can definitely increase the chances of getting work stressed unlike when there is a social gathering during leisure or even a platform where workers can conversate unofficially to reduce work stress. Also, some members of staff might prefer to socialize with family members during breaks which to them is a way of preventing work stress.

- VI. **Time Management:** This element is very helpful in managing work stress and performing task in time. With work overload and the aid of information from sources, limited time is needed to perform duties with discipline,

1.7. Organizational Approaches to Managing Work Stress

Work stress related issues tend to have cost businesses billions of dollars per year due to absenteeism, accidents, and lost productivity according to Hobson (2004). Thus, it is very important for work stress to be managed by both organization and employees. An example stated in the Dispatches from the war on work stress (2007) illustrated that “General Electric Company (GE) brought in comedians to lighten up their workplace atmosphere” with other corrective measures implored to reduce work stress so as to enhance productivity. Therefore, measures on how organizations can manage work stress are analyzed below.

- I. **Stating Clear Objectives:** One of the acts to reduce work stress in the firm is to illustrate the duties of employees and the organization goals clearly. Employees who have clear illustration on tasks experience less work stress than those whose roles are not defined appropriately in reference to Jackson and Schuler (1985), Sauter, Murphy, and Hurrell (1990). Hence, simplifying of roles, principles with timing are great acts of making the work environment work stress free and also a win situation for the company.
- II. **Employees Autonomy:** After assigning and describing how to carryout duties, employees should be allowed to take control of their assigned roles which will enable them to concentrate more. As a result, giving employees a sense of autonomy is what organizations have to do to help in relieving work stress in accordance to the research of Kossek, Lautschb, and Eaton (2006).
- III. **Creating Fair Work Environments:** For an employee not to develop low self-esteem and motivation, it is important for the firm to develop a friendly and conducive

work environment to eradicate work stress. Webber (1998) stated that work environments that are unfair and unpredictable tend to be labelled “toxic workplaces.”

- IV. **Telecommuting:** This refers to performing duties remotely. In a recent research on this concept by Gajendran and Harrison (2007) indicated that “the higher autonomy of performing tasks remotely resulted in lower work family conflict, higher job satisfaction, higher productivity, and work stress free for employees.” An instance was also drawn from the concept of working remotely adopted by organizations during the pandemic for continuity.
- V. **Employees Sabbaticals:** Sabbaticals are paid time off the normal duties’ employees are assigned for. It is a moment to reenergize staffs which ranges from 3 to 6 months that entails personal growth activities or involving in social services according to Sahadi (2006). Some organizations still pay salaries of employees involved during the period while some do not.

Hence, the listed concepts are methods an organization can indulge in to reduce work stress in the workplace environment.

CHAPTER TWO

WORK FAMILY BALANCE

2.1. Introduction to Work Family Balance

The importance of striking the balance of work and family of employees initiated this research and also made organizations to be conscious of sourcing for suitable measures to the challenges involved. Over two decades ago, the US Department of Labor (1999) examined that the successful integration of work and family would become a major issue for the labor force and also the labor market in generating high quality workers. From the employees' view of point, work family balance is the dilemma of managing task obligations and personal duties. The introduction of work family balance could be traced as far as the 1930s but was inflated into other concepts in 1986." According to Oxford dictionary, the word "balance" can either be identified as a verb or a noun and defined as a situation in which different elements are equal or in correct proportions.

Work family balance was the earlier concept created before the transition to other concepts. This was because developed concepts gave broader illustrations referring to specific areas of support which include, flexible work options and life balance which further made the importance of work family balance unquestionable. The equilibrium point of work and family balance have become a growing issue that is of vital importance in the business world today, as a result of the increase in business demands and family structure, as cited in the research of Abu Taher (2013). The movements to improve the fairness between work and family duties of employees will create changes in the entire system and work ethics, capitalism and overall change in the society. Stabilizing the balance of work and family duties of employees is a necessity that is capable of shaping their commitment to the organization they work for and also initiate a healthy working environment between employees, so it is important for companies to be able to understand and apply how to justify the balancing of work and personal life of workers.

In the seminar book of Kanter (1977) who is an American researcher and also one of those that introduced work family balance to limelight for organizations and other researchers, it was identified to be a global challenge for organizations and the employees to be recognized as a research area influencing the change in the workplace dynamics due to certain economic uncertainties that resulted to a strive for survival in the work place. In the 1980s and 1990s, organizations embarked on the work family balance programs but involving

just women and children, until it became more complex where genders cannot be segregated and also with more developments attached to it. Due to these developments, work family balance tends to have surpassed a mere concept with basic features that can easily be highlighted. Also, responsible employers have identified work family balance as the challenge of creating a supportive company culture where employees can focus on their jobs while at work and family duties outside work.

Work family balance as a concept is relevant to government, corporations, organizations, policy makers and other institutions because the employees are the core for a society to function effectively and efficiently. According to Reiter (2007), most of the definitions attributed to what is meant by work family balance are situational where the idea of work family balance is subjective. The area of research and how it is achieved amongst individuals is different, as it is dependent on the feeling that employees are satisfied with their job and personal lives. Thus, according to Reiter (2007), work family balance is the ability of individuals regardless of age or gender, to find a balance that enables them to combine the responsibilities at work and non-work domains in line with the aspirations attached to these domains, in reference to Reiter (2007).

The continuous negotiation between work time and non-work-related times and places is required in the society. An absence of a balance between the demands of work and family duties may result in different problems in the work place that may be emotional or behavioral, this may eventually lead to decreased productivity and many more. This is the reason why diversity with the components of work family balance should not contradict each other. Thus, workers must show enough commitment and energy in their duties which will result to interesting work, respectful treatment, developmental opportunities with an environment that responds to their individual needs, as examined by Fineman (1999). As a result of introducing diversity, it protects the interest of both the employers and the employees.

The construct work family balance was dignified with variables which was included in the survey and later analyzed after response were elicited. The method of measurement initiated by Gröpel (2006) was utilized to carry out the analysis involved.

2.2. Work Family Balance Models

Previous researches have examined the concept of work family balance that led to the description of the relationship between work and family roles earlier. This led to the six

mechanisms or models postulated by Edwards and Rothbard (2000) but was later modified by Morf (1989) into causal or non-causal. The noncausal models developed in this study examined that there is no causal relationship in existence between work and family roles despite the similarities with variables.

The segmentation model was also developed and describes that work family balance comprises of different and independent domains which do not influence each other. Although, the congruence model identifies that work family balance variables may establish either a positive or negative relationship because both concepts share similar variables which is equivalent to similar outcomes. An example discussing the positive outcome of the correlation between work family balance is the personality established and satisfaction derived by the affected individual, as stated by Frone and his associates (1994).

Contrary to the above discussion, the causal models identified the corresponding influence of work on family balance, and family on work balance effects causally. The causal model consisting of the spillover over model that examined the positive relationship between work and personal life. Also, the compensation and resource drain models were examined and resulted to a negative relationship between the work and family balance concept. Although, these models were criticized by Lambert (1990) because they were not dynamic enough to illustrate the balance of this concept.

Development of other models were established and were more dynamic and integrative in forms unlike those of the early researchers. Frone, Yardley and other associates (1997) expanded the concepts of the earlier models by linking them simultaneously, reciprocated the relationship between work and family roles and examined conflicts of work and family balance which made the model more integrative. Ashforth (2000) also contributed to the integrative concept by describing the role boundaries applicable to different activities and periods. Although, it was examined that the segmentation of these roles has both benefits and costs regarding work family balance. Thus, work family balance can be examined as an act of conflict and facilitation.

2.3. Causes of Work Family Balance

Work family balance has been identified in the previous unit resulting to two phases where one of the elements enhances and the other tends to be a challenge but with drastic measures on how they can be approached. These elements are work family conflict and work

family facilitator. The work family conflict outcomes which are mental and physical health were concluded to be the result for this concept by Frone and his associates (1996), while the facilitation outcomes were yet to be concluded on which introduces a gap in the study.

- ***Work Family Conflict***

The work family conflict concept tends to have been examined by Frone and other scholars (1992b) with Frone, Yardley and his colleagues (1997) which resulted to the concept consisting of unique role related causes. The work family conflict research was concluded to entail the role environment and personality of individuals as the causes that resulted to work family conflict by early researchers and would be adopted and discussed in this review.

Role Environment: It was examined to consist of several role related issues constituting work family conflict. The predictors include behavioral involvement, psychological involvement, work stress and the resources to conquer those work stress. The behavioral involvement discusses how an individual may inappropriately manages the time assigned to work with that of family or personal duties resulting to work family conflict. At this point, an individual may tend to spend more time at work which will result to spending less time on other roles and the other way round. The research of Adams and King (1996) with Carlson and Kacmar (2000) examined the psychological involvement of an individual with a particular role while in the process of performing other duties. Individuals tend to be preoccupied with thoughts of other roles in the moment of performing other duties as a result psychological involvement with the role which initiate work family conflict.

The studies of previous scholars mentioned earlier also examined the work family conflict which were identified to be role dissatisfaction and distress from family issues. Analysis described how a role may be dissatisfying to an employee which may result to preoccupation of cognition while in the space of performing other duties. Also, some family issues might be stressful to an individual which might result to the loss of concentration at work and cause the conflict of work and family roles. Although, work and family social support was examined to be the best solution to these predictors of work family conflict. The supervisor at a work place can reduce the chances of conflict by rescheduling tasks assigned to employees and their timing, a spouse might also help the partner in performing duties relating to chores to eliminate work stress and other work family conflict.

Personality: The role related causes were the most researched causes of work family conflict until recent development by Grzywacz and Marks (2000) where disposition of acts and instability of individuals were examined to be other causes for work to family and family to work conflict. These causes were termed personality because the individual reaction to duties is labeled to be the predictors of this form of work family conflict. Although, factors like high self-esteem, discipline and positive affectivity tend to result to low level of work to family and family to work conflict when adopted by individuals.

- **Work Family Facilitation**

Research was limited to that of Grzywacz and Marks (2000) for the work family facilitation concept because this aspect of study was discovered to be less researched on. The work of these scholars introduced the work family social support and decision latitude of individuals as the corresponding solutions to the work family conflict concept. The work family support was described to be assistance from superiors from work on assigning appropriate tasks with corresponding timing applicable to tasks assigned. Also, families and other forms of non-work environment are expected to render assistance to one other in performing available duties to prevent work stress and other causes of work family conflict. Although, the scholars discussed these elements as not integrative as the causes and can only have minimal effects on the causes while further development are embarked on for better corresponding facilitators to the causes of work family conflict.

2.4. Promoting Work Family Balance

Work family balance to various stakeholders which are the employers, society and the government is described to be the challenge of establishing a supportive organizational culture where employees can focus on their jobs at their designated business environment. The concept of work family balance subjected some contexts discussed by researchers relating to the roles assigned to these stakeholders and affected employees for positive outcomes.

- **Stakeholders Initiatives**

- I. **Diversity and Work Family Balance:** As illustrated by Fineman (1994), it was stated that diversity and work family balance can be managed in the same entity instead of treating them separately because of the core found in the social contract existing between the employer and the employee. The content of a social contract is the

agreement by an employee to be committed and productive in return for respect treatment, appraisals, developmental opportunities and a conducive working environment. Therefore, the diversity specialist and the expert of work family balance are expected to make decisions on the performance of the employee at the expected period.

- II. **Organizational Culture and Work Family Initiatives:** Reynolds (1999) discussed about the common thread that links the reasons why work family benefits go unused in organizational culture. This study discussed about how an organization should acknowledge its policies to support the initiation of work family programs for employees' benefit. Therefore, it is important to establish a corporate culture with the support of senior management for assessment of employees and also support them as individuals with priorities beyond the working environment. Also, it is relevant for an organization to determine the type of work family programs to be attached to the corporate culture and the categories of employees that would benefit.
- III. **Communication Work Family Programs:** As it is important to assign duties and expect high performances from employees, it is also crucial to analyse the corporate culture to them. Recommunicating the organizational culture to employees will enable them to determine how much of support is directed from the senior management and how important their affairs and performances seem to the business environment. This process of communicating with the employees can be performed through the human resource management, surveys, and organizing programs to appreciate outstanding performances.
- IV. **Return on Investment:** To attain the equilibrium point of work family balance by an employer and also the employee, the employer is influenced by the positivity of return on investment. For this reason, thorough interviews and background checks are carried out by the human resource department to determine whether the candidates they are about to employ is physically and mentally stable in correspondence with work family initiatives.

Although, these contexts were identified to have minimal effect to resolve the work family balance challenges because researchers seem to only discuss the aspect of work to family balance and not family to work balance initiatives just like the study of Thompson and other members (1999). Family to work conflict was discovered to be the primary cause for imbalance by Judge and his associates (1994) as a result of consistent conflicting acts.

Therefore, empirical reviews were summoned in these researches for segmentation of causes which are the work to family conflict and the family to work conflict for appropriate work family facilitation. To conclude this phase, work family facilitation is important to tackle the highlighted challenges of work family balance.

- ***Personal Initiatives***

Despite several initiatives to be adopted by stakeholders for the facilitation of work family balance, the employees also have assigned roles to perform for positive outcomes. Individuals are expected to utilize the appropriate social support at the work environment and home. Also, to tackle both psychological and physical work stress, reduction or reorganization of time attached to work duties and family tasks can be redesigned. Hall (1972) cited some behavioral concept to facilitate work to family conflict which are; redefining personal roles, redefining structural roles and reactive role behavior.

Redefining personal roles according to Hall (1972) involves identifying important tasks and scheduling appropriate timing and behavior to complete them in order to be able to indicate less important roles for elimination. The structural role by Hall (1972) is an act of negotiating for the modification of working hours, eliminating or reallocating excessive duties, and also seeking for sources of social support that could aid the challenges identified. Reactive role behavior is a contradicting concept cited from the study of Hall (1972) that describes the acts of working towards meeting the demands of work family balance. This act was identified to be positive when an individual develops an effective and efficient strategies with working harder while performing tasks.

Aside the developed concept on personal initiatives developed by Hall (1972), there seem to be a common development among researchers because of the similarity in concepts. They all cited the coping mechanisms in their studies but independently.

2.5. Factors for Measuring Work Family Balance

The concept of work family balance when positive is a determinant of exclusive employer branding that promotes and supports diversity initiatives. An analysis by Landauer (1997) which was generated from a study on Hoechst Celanese stated that “60% of employees surveyed in the firm reported the ability to balance work with personal and family responsibilities was of great importance in their decision to remain with the company.”

Therefore, return on investment which is the aim of creating work family balance by employers or firms can be achieved and measured with the following factors.

- I. **Saves Employee's Time:** This factor is considered to be a direct and measurable financial benefits of work family initiatives with the help of EAP (Employee Assistance Program) which aid and solve personal problems of employees. According to the survey of Landauer (1997), 80% of time that might have involved employees working on their personal problems was saved across industries where the EAP was established. The purpose of EAP include consulting services, personal counselling, referrals, parenting, childcare, eldercare and adoption.
- II. **Employee Retention:** Valuable company knowledge retention is one of the acts an outstanding employee must possess. Due to work family contradictions, some employees are unable to manage this as a responsibility. Work family programs are identified to be the most suitable solution to this kind of problem. As a result of the survey conducted with IBM's workforce 1992 by Landauer (1997), it was stated that "the highest performers among employees are the most likely to consider their ability to balance work and personal responsibilities as a factor to remain with the firm."
- III. **Increased Motivation and Productivity:** The more a company invest in its work family initiatives, the more the employees tend to get motivated and productive in their assigned roles. It was generated from a survey of Landauer (1997) that "45% of men and 50% of women would neglect a promotion if the new position would leave them with less time for their personal and family time."
- IV. **Decreased Health Cost:** Work family programs are brilliant alternatives to establish as a result of reducing the cost on health issues of employees. Landauer (1997) stated that "North-western National Life Insurance (1992) discovered that "72% of all American workers surveyed experienced three or more stress related illness often".

As work family balance tends to be a continuous discussion, the above quantitative measuring factors are not enough to do justice in regarding and recommending work family programs. Other factors such as reputation of a company, public relations, enhancement in employee's loyalty, with standard forms of recruitment processes should also be integrated.

2.6. Trends of Work Family Balance

As work family balance is identified to be continuous and spreading across industries, there are some obstacles which just developed and are identified as trends which organizations, employers and employee needs to tackle earlier before it becomes unbeatable. These trends are identified and discussed in accordance below.

- I. **Preoccupation:** This is a recent theoretical basis for understanding a crucial social obstacle in the citation of Ezzedeen (2002), it was stated that employees tend to be preoccupied with thoughts of duties while not at the place work. This occurs often because modern tasks have become more demanding intellectually which is why people are occupied with thoughts of work even while at social gatherings and around family members.
- II. **Cognitive Space:** As a result of the new research, it was stated by Swiercz and Ezzedeen (2002) that cognitive approach is the most suitable recommendation for preoccupation of thoughts on tasks assigned at work. This led to the introduction of “Cognitive Intrusion of Work” analysing lower job satisfaction, conflict in the workplace and work stress as acts that cannot be tackled with just having physical time to apprehend, but also “cognitive space” to process, organize and apprehend the thoughts about work family balance complex environments.
- III. **Eldercare:** This eldercare is also another developing trend of work family balance that is needed to be addressed with immediate effect. It was analysed that eldercare would be a more complicated challenge in the coming years if drastic measures are not adhered to. With the aid of “Employee Assistance Program”, measures initiation in the human resources management units of firms by executives, this challenge can be tackled because employees would be enlightened on how to manage the situation when it occurs.
- IV. **The Relief World:** This describes organizations and employees that devotes part of their finances and services to the communities with less privileges locally and worldwide. Swift (2002) illustrated the need of work family initiatives by aid agencies and voluntary organizations for their staffs to stay committed at performing duties. This is because employees also have family members and elders to care for, but with the establishment of this initiatives, it will make it easier for them to balance work and family duties.

- V. **Life Planning:** This is also a new and innovative perspective cited by Traynor (1999) which enables employees to manage other professional and personal aspects of their lives. The aim of this development is to educate employees on their spiritual, financial, relationships, and career aspects of life. This tends to be a goal-oriented program that enhances employees' personal lives which will motivate them at work and enhance their productivities especially if benefits like life, health and disability insurance are included.



CHAPTER THREE

WORK SATISFACTION

3.1. Introduction to Work Satisfaction

Work Satisfaction of employees is an essential element to be considered when implementing the mission and vision of an organization. It is important that employees meet the work-related criteria like job involvement and organizational commitment set by the management in terms of performance for satisfaction to be attained by customers, which is one of the crucial aims of the organization. Workers are entitled to void of obstacles that can challenge them from reaching their full potentials, and working freely to aid reaching the target goals of the firm in the industrial environment, in reference to Raziq and Maulabakhsh (2015). Superiors that will enable them with this environment are needed, but above all, the management should be able to motivate them to work properly, and make them feel satisfied with their work.

Regarding to the citations of Hunter & Tietjen (1997), employees are said to be more creative and innovative if they perform tasks in a conducive environment. Hinderances are said to be void to attain work satisfaction among workers, which may vary from employee to employee. Miller (2006) cited that the behavior of employees needs to change for their duties to be executed effectively for work satisfaction to be attained by employees. Some specific elements like social gathering during leisure, training and development, bonuses, quality health care benefits and friendly working environment have the capabilities of increasing employees' satisfaction. Job satisfaction is a concept that analysis how comfortable the employees are with tasks, regulations and the business environment in which duties are performed.

There are different means for measuring work satisfaction by employees. It is influenced by factors such as the management style, payments, tasks timing, bonuses and complexity of tasks. Also, Abuhashesh and some scholars in (2019) emphasized that work satisfaction is related to productivity, motivation, work performance and life satisfaction. On the other hand, this insinuate that the employee's personal life is also affected either positively or negatively. Also, an employee possessing the feeling of job security in an organization is constituted by work satisfaction.

Work satisfaction tends to be employees' achievements and successes. There is a general belief that work satisfaction is related to work performance and productivity, and also personal well-being. Referencing Kaliski (2007) and Aziri (2011), work satisfaction is when employees perform their duties effectively and rewarded for the efforts put into carrying out the work. An increase in work performance and work satisfaction from employees can work in different ways for different employee in terms of motivation and style.

Analyzing the study of Golemann with other scholars in (2004), great results can be achieved when employees feel that the goals of their supervisors are completely in line with theirs and observations regarding the staff. In reference to Brenninger (2011), to get workers on their feet and motivated, leaders are advised to adopt the democratic style for employees to be able to share ideas on how to improve the standard of work effectively and efficiently. For the purpose of motivation, individual and team effort have to be supported with the aid of shared information through the company. Locke (1976) presented that work satisfaction is borne out from the employees' perspective which influences attainment of great standards, corresponding to the exact standard needed to aid improvement and effectiveness.

More also, work satisfaction can be analyzed as the attitudes of employees in correspondence to their job. Such satisfaction is capable of generating recognition, achievement, task and responsibility according to the citation of Herzberg and his associates (1959). The correspondence between the work satisfaction and operational tasks are further analyzed in this literature.

Employees who have work satisfaction are great influencers to market top notch services, items or branding of a firm. Importantly, engagement of employees is capable of increasing work performance and the overall productivity of an organization, creates and enables a better and more productive work environment. Also, reduces the rate of employee absence and the rate of leaving work as cited by Bin Shmailan (2016).

3.2. Theories of Work Satisfaction

Work Satisfaction tends to be analyzed with several theories because of its relevance in every industry that involves human capacities. To further examine the concept of job satisfaction, some theories were propounded by scholars who shares different views on the context of this construct.

- I. **Affect Theory:** This model was propounded by Locke (1976) which is identified to be one of the most popular contexts of this area of research. It analyses the difference between what an employee expects to derive at a job or position and the exact result the worker got. An example is when an employee of a particular firm is expecting promotion after several years of working with the company which will give a high level of satisfaction but was denied the access because the promotion process requires more educational qualifications. Although, this model illustrates that another employee might not get dissatisfied for not getting promoted because of individual differences.
- II. **Dispositional Approach:** This theory was examined by Judge, Locke and Durham (1997) describing the relevance of high self-esteem on higher job satisfaction. This approach illustrates how employees seem to value themselves is how much of satisfaction they are likely to derive from the work or business environment. Therefore, lower level of anxiety and self-doubt can result to higher job satisfaction level of an employee in an organization.
- III. **Equity Theory:** This illustration by Adams (1965) examined another difference on how individuals perceive satisfaction. Equity theory identifies how an individual perceive fairness in regard to social relationship with employer or higher executives. An employee tends not to achieve work satisfaction if the level of commitment offered to the firm is not reciprocated as much as what is given. An example is when two strikers play for a football club and scores the same goals but are not paid the same wages at the end of the week.

3.3. Significance of Work Satisfaction

The significance of work satisfaction indicates the interest of employees not be downsized so as to eradicate insufficient controls over by management which includes; inefficiencies and poor productivity, as illustrated in the research of Spector (1997) with other important characteristics of work satisfaction. Organizations will work towards treating workers fairly and with respect if it is guided by human values. Where this is the case, experimenting on the relevance of work satisfaction vividly indicates how effective employees are. An increase in work satisfaction emphasis on how positively enhanced or negatively the mindset of the employees is being influenced.

Attitudes of employees towards tasks represent their exact state of mind towards the objectives of the organization which is either positive or negative. Hence, it can be illustrated that employee tend to be more productive when they are satisfied with tasks and less of actions and negativity when they are not satisfied. Productivity and efficiency will be the state of present and continuous state of a firm when employees are motivated which signifies a positive atmosphere in a business environment. Work satisfaction works differently according to the units attached to a firm, but it enables an organization to identify the particulars unit or units that needs to be improved on and where such changes can be made.

3.3.1. Importance of Work Satisfaction to Organizations

The relevance of work satisfaction was examined to have positive influence on the operational activities of organizations in reference to the research of Spector (1997).

1. It enables employee retention for the organization.
2. It is capable of increasing productivity.
3. It increases the satisfaction of customers.
4. It reduces turnover, recruiting, and training costs.
5. It leads to enhancing customer loyalty.
6. It creates employees who are energetic.
7. Work satisfaction in organizations improve teamwork.
8. It results to high quality products or services due to the competence and the energy of employees.

3.3.2. Importance of Work Satisfaction to Employees

The relevance of work satisfaction on employees extracted from the citation of Spector (1997) was researched to influence their behaviors in the business environment. Hence, the importance of work satisfaction to employees are listed below.

1. It indicates job security and more satisfactory values.
2. Employees tend to be more creative and productive on inputs.
3. It enables workers to render top notch services to patronisers.
4. Employee becomes loyal and committed to the organization.
5. Employees become more productive at work.

3.4. Factors of Work Satisfaction

Work satisfaction is influenced by several factors discussed by different scholars in their studies. But this research will be adopting the factors of job satisfaction by Rue and Byars (2003) which tends to be the most adopted structure by most studies.

1. **Leadership:** This is the ability of influencing a group of individuals towards achieving a vision or set of goals. This influence may be formal or informal as provided by the superior in the organization. When managers are good leaders, employees are more satisfied. Leadership includes the ability to motivate employees to do good jobs and lead them through the part of excellence. A good leader must be able to communicate as good communication is vital for achieving organizational vision.
2. **Communication:** This is the most important factor in an organization. Work satisfaction is connected with communication on an individual and organizational level. Communication is capable of motivating and stimulating employees to perform better and meet organizational goals. Lack of communication can jeopardize organizational objectives. Lack of communication from superiors can cause work dissatisfaction.
3. **Working conditions:** The condition of an organization or its environment seem relevant for work satisfaction. It entails planning, the prevention of harassment, problem solving, arranging for mentoring facilities, with sharing as much data in accordance with the tasks expected to be performed by members of staff.
4. **Organizational Culture:** Organizational practices entails experiences, beliefs, behaviour, attitudes, character, tradition, custom and values of an organization. Also referred to as the norms and values that people share in an organization, with how they communicate among themselves and outsiders as well.
5. **Opportunities:** When employees have challenging opportunities at work, they are more satisfied. This gives them opportunities of getting involved in exciting roles, work with satisfying level of challenge and opportunities for increased responsibilities.
6. **Delegation:** This is an important section for management or supervisor's role in an organization. If used effectively, it can be beneficial to everyone involved in the project. Delegation of work helps to satisfy employees need for freedom, recognition, responsibility and autonomy.
7. **Training and Development:** This is a process of learning that includes acquisition of knowledge in relation to the function of the organization. The aim involves the sharpening of

skills, complex concepts, rules and to also change the attitudes of the employees in order to enhance their performance.

8. **Rewards and recognition:** Employees tends to be influenced positively if they are appreciated properly and adequately in reference to the task performed. Pay systems and promotion policies that are just, unambiguous and in line with expectations are what employees want. There will be work satisfaction when pay is fair based on individual skill level, job demand and community pay standards. It should be noted that many people are willing to accept less money to work in a location or organization they prefer, or in a job that isn't too demanding or in order to have a greater discretion at their work, as not everyone seek money but pleasure also.

3.5. Factors of Work Dissatisfaction

Employees get satisfied when they pursue their profession, get well paid and appraised for performing extra ordinarily. But at some point, individuals get bored of the position they manage without developments or promotions. Although, this factor of not getting satisfied with a position after some period of time is referenced to vary according to people's perspective, thinking and neuroticism. Some factors will be briefed on work dissatisfaction according to some studies.

- I. **Technological Change:** Change is identified to be constant and humans have to evolve around it to be more successful with their crafts. In reference to Weightman (1999), changes in equipment of an organization without proper training on how to tackle the challenges can lead to job dissatisfaction and make employees loose interest because they have adapted to the previous methods of performing tasks.
- II. **Heavy Workload:** While some individuals are satisfied with more tasks, some employees loose interest when they are presented with tasks above their capabilities. The citation of Howe (2003) examined that overload of duties on employees might cause dissatisfaction which may lead to quitting from the company.
- III. **Alienation:** This concept was formulated by Karl Marx which refers to employees being segregated from some activities in the organizational environment. The affected employee tends to feel unwanted and unrecognized which lower the self-esteem and enhance dissatisfaction of the individual as cited by Howe (2003).
- IV. **Lack of Opportunities:** This can be interpreted into different phases. The employee might be deprived of getting promoted after working towards the requirement for the

next phase or position. The firm might also not provide amenities and structures that enhances personal growth which is not appropriate for employees because growth is relevant.

3.6. Impacts of Work Satisfaction

Work satisfaction has astonishing relevance in the attainment of organizational goals and objectives Ciscel (1974). Previous research evidence shows no strong connection between satisfaction and productivity. It should be stated that motivated employees are not necessarily responsible for the end products but affect the end product of a firm positively. There are several elements of satisfaction that could have positive effect on productivity, but reward is the most important as cited by Wilson (1994). When people are rewarded for the work done, they feel the need to work more, and this result to satisfaction and it is likely to result to greater performance from employees. More so, work satisfaction may not necessarily have much reflex on a particular employee, but departments or the firm as a whole as illustrated by Wilson (1994).

However, according to Luthans (1998), there is still an argument whether work satisfaction leads to productivity of an employee or vice versa. The relevant information for the human resource management is to discover the employee's commitment.

Vanderberg and Lance (1992) illustrated employee's loyalty into three types and they are; intuitiveness, regulative and survival. Intuitiveness describes how emotional an employee is about a firm while regulative defines how the employee feels indebted by not carrying out duties properly, Lastly, the word survival already defined the situation that the employee is loyal so as not to stay unemployed. According to personal research on the relationship of work satisfaction and commitment is that the more satisfied workers are, the higher the commitment they will be rendering to achieving the objectives of the organization they work at.

Hence, elements like appraisals, trainings, bonuses, socialization and engagement in decision making process on attainment of organizational objectives are prescriptions for engaging the employees to be more committed to the firm according to Morris (2004). The study illustrates how organizational cultures should be structured to entail the welfare and satisfaction of employees during and after tasks assigned. As a result of improvement on managing employees work satisfaction, it enables the firm to attain greater heights, staying ahead of competitors in the business environment effectively and efficiently.

3.7. Work Satisfaction as a Multi-Dimensional Concept

Humans are born with different views and perspectives is the reason for different approaches to a similar challenge. Where some employees detect challenges and dissatisfaction, some could bear with the minimum and stay happy with it. Kelly (1955) initiated that we all construct our worlds by visualizing situation differently and also interpreting them using our personalized dimensions and models. Therefore, few dimensions about employees are analyzed below.

- I. **Financial Focus:** As cited on Wikipedia, when an employee focus basically on financial rewards, the loads and type of job does not discourage that particular individual. The workload tends not to dissatisfy the employee involved but when the reward is limited.
- II. **Career Focus:** This is another focus of an employee that can trigger dissatisfaction if the structure of the firm does not support the vision of the individual. Wikipedia cited that some individuals are career and vision driven because of the high-esteem attached to the reward of attaining the particular stage or position. Hence, lower financial rewards might not be a form dissatisfaction to them.
- III. **Autonomy Focus:** This aspect describes when an individual is satisfied when given the opportunity to control the activities involved on task assigned with little or no supervision. These set of individuals love to be in control without being monitored while performing duties.
- IV. **Environment Focus:** While some individuals focus on other factors, some just get satisfied with the environment they work. They feel satisfied because the environment tends to make them feel fulfilled and enhance their self-esteem. They feel secured and replenish whenever they are in the organizational environment.
- V. **Social Interactions:** The moments of social gatherings are what enhances some employees job satisfaction. They get to be relieved and contented with their duties when the find themselves among colleagues during these ceremonies which tends to be fun, interacting and relieve their work stress.

CHAPTER FOUR

RESEARCH METHODOLOGY

This chapter of the current thesis provides a detailed explanation of methods and techniques for collecting and analyzing data. Moreover, this chapter discusses the research framework, research design, questionnaire design, population, sample size, sampling technique, selection of measures, the scale used for the data collection and lastly the data analysis techniques.

4.1. Significance of Study

The primary aim of this research is to determine the effects of work stress and work family balance on work satisfaction where universities in Nigeria were selected as the case study for analysis. However, the specific objectives are to;

1. To determine the effect of work stress on work satisfaction.
2. To determine the effect of work family balance on work satisfaction.

This area of study was researched to have existed for decades but with few theoretical and analytical compositions which makes it challenging and widening gaps in previous literatures. Also, importance on the effects of work stress and work family balance cannot be overemphasized because of cordial relationships existing among variables which makes this area of study significant to raise awareness among researchers, employees, employers, government and other functions where management is involved, for the ability to understand and analyze the data in order to make efficient and effective decisions.

In addition, the quantitative approach was used to examine the goal of this study. This research was applied to universities in Nigeria which the aim is to broaden the knowledge among the employers and employees to consider work family balance as a matter for good performance in Nigerian Universities.

4.2. Statement of the Research Problem

This area of study was researched to have existed for decades but with gaps in theoretical and analytical compositions which led to lapses in previous literatures.

The study of Oludayo and his colleagues (2018) illustrated that 73 percent of academic staff reported that they often find their work quite stressful. Consequently, they are more

likely to leave their work emotionally and physically exhausted. Any academic staff that fails to strike a balance between social roles risks becoming burned out. Organisations are beginning to understand the importance of work family balance and as it resources are being adopted in a bid to encourage staff to balance work and non-work roles so as to enhance productivity because of the complex stress building factors that influence the performance of staff in universities.

4.3. Sample Size and Method of Sampling Technique

A sample is a specific subset of the population used to represent the population as a whole. Sometimes, a larger sample size makes it extremely difficult or impossible to interact with every participant in a research study due to a larger population set, and as a result, a selection of respondents is made by the researchers to derive reliable and scientific conclusions Sekaran (2000). The respondents need to be adequately analyzed to significantly affect the study's findings. However, choosing a sample from the relevant region can reduce the scientific proof of the investigation, so the researchers need to be very careful in this procedure for choosing a sample Sekaran (2000). Hence, a substantial number of respondents are good for minimizing inaccuracy.

The current study investigated the effects of work stress and work family balance on work satisfaction in Nigerian Universities. The convenience sampling method was used to obtain the sample for this current research.

4.4. Research Design

4.4.1. Type of investigation

The current study is descriptive in nature describing the relationship between the dependent and independent variables. A descriptive type of investigation usually includes descriptive analysis Sage (2017). Correlation and regression analyses are employed in this research to explore the relationship between the dependent, independent and moderating variables. The use of correlation analysis is to determine, whether the relationship between dependent: work satisfaction and independent variables: work stress and work family balance exists or not.

4.4.2. Study Setting

The current study was conducted in a non-contrived setting. The participants and variables were neither manipulated nor controlled. The researcher's interference in the current study was minimal.

4.4.3. Unit of Analyses

The unit of analysis for this research entails employees who are members in the federal, state and private universities located in the six geopolitical zones of Nigeria.

4.4.4. Time Horizon

The current study was cross-sectional in nature. The data collection was carried out in the month of October, November, December, 2022. Also, January and May, 2023.

4.5. Data Collection Sources

Primary Data Source

The structured questionnaire method was used by the researcher as it is considered as an important data collection tool. Questionnaires include questions that are predetermined for gathering information from the respondents identified Sekaran (2000). In any research study, it is important for researchers that questions should be designed in a logical order. Questions should not be repeated as that will create confusion in the respondent's mind and will lead to minimizing the questionnaire's effectiveness. The questionnaire should have compatibility in relation to the study and objectives of the study. Irrelevant and unnecessary questions should be avoided and researchers must try to remove biases. Furthermore, a questionnaire helps scholars get information on a larger scale in a short span of time Sekaran (2000). However, the researcher intended the use of a questionnaire as the primary tool for the study.

4.5.1. Questionnaire Design

After reviewing the literature and research on the subject of research and reviewing some of the tools used therein, we found that questionnaires were the best tool available to collect field data for research. For this objective, we have developed a survey questionnaire addressed to the employees in the selected Nigerian Universities.

When questionnaires, items, or questions require respondents to answer a series of questions or data, the responses of those participants are digitized and statistically analyzed.

The questionnaire that was used in this study had four sections to make it easier to analyze the data. The participants' demographics such as gender, age, level of education, and number of years of experience were the subjects of the first section. In the second section, the degree of work stress is measured. The third section measures the degree of work family balance whereas the fourth section measures the degree of work satisfaction.

As the questionnaire was adopted the same Likert scale was used. It was asked of respondents to use the five-point Likert scale (0-4) for the second, third and fourth sections. Questions based on the Likert scale are also effective as they help the researchers towards the disagreement and agreement preferences of the responders Robson (2002). The second and third sections were related to assessing the degree of work stress experienced by the individual and work family balance respectively. The fourth part of the questionnaire was related to the work satisfaction of the individuals who participated in the first survey. The individuals were asked to rate their satisfaction on a Five Point Likert Scale. The survey questions in total were 22 questions, 14 questions for the first independent variable – Work Stress, 6 questions for the second independent variable –Work Family Balance and 2 questions for the dependent variable which is the – Work Satisfaction. Questions were short to make sure they do not make the reader uninterested. Statements were changing and different from one question to another like the expression “I am” is changed to “I” or “Me” to keep the respondent interested and make the participants fully imagine themselves in the situation. Questions were organized according to the literature review; the relevant factors for each section were pinpointed. A brief explanation was given in the survey to make it clear to the participants that their names or companies will remain anonymous. All the questionnaires were collected as soon as the respondents have completed their responses. The sample of a questionnaire is available in appendix 1. This part of the research i.e., data collection was one of the most challenging tasks. It took more than three months to collect a sufficient amount of data. The researcher also faced problems and difficulties in collecting the data from the top management due to their busy schedules and other commitments.

4.6. Measures (Construct Operationalization)

Three scale measurements were used by the researcher: the work stress scale, the work family balance scale and the work satisfaction scale. These instruments are as follows:

Work stress scale: To measure the work stress levels of participants, we used the global work stress scale developed by Cohen et al. (1983). The scale consists of 14 items, and 7 items are reverse-coded.

Work family balance scale: To measure work family balance levels of participants, we used the scale developed by Gröpel (2006). The scale consists of 6 items, and the scale has 3 reverse items.

Work satisfaction scale: To measure the work satisfaction levels of participants, we used the scale developed by Gröpel (2006). The scale consists of 2 items.

However, the summary of the scales adopted and items used in the study are summarized in Table 4.6.1.

Table 4.6.1: Sources of the Scales Adopted

Scales	No. of Items	Adopted From	Operational Definitions
Work Stress	14	Cohen et al. (1983)	Stress inherent in work and can occur when a discrepancy exists between the demands of the workplace and a person's ability to execute these demands.
Work Family Balance	6	Gröpel (2006)	A proper coordination between the work and personal life of an individual.
Work Satisfaction	2	Gröpel (2006)	The level of contentment employees feels with their job.

4.7. Study Population

According to Sekaran (2000), in every study of research determining the accurate respondent set has a very important role, because the right set of respondents draws valid results scientifically. The population of the current research study consists of 18 different universities from the six geopolitical zones of the country and contains all employees working in the federal, state and private universities of the selected universities in the six geopolitical zones of the country, Nigeria. The number of employees working in the above territorial areas was more than 10,000. Each of the universities has over 400 employees. According to Krejcie and Morgan (1970), when the population size is 10,000 or more, then the sample size should not be taken less than 384. Thus, for better representation, 1200 questionnaires were distributed. 960 questionnaires were returned however, out of 960 questionnaires, a total of

901 questionnaires were considered for the data analysis. The remaining 59 were either invalid or unfilled.

4.8. Model Specification

However, the model for this study was drawn as:

$$WSA = F(WFB, WST)$$

Expanding the model into a functional relationship, we have:

$$WSA = WFB + WST$$

$$WSA = \beta_1 + \beta_2 WFB + \beta_3 WST$$

Where WSA is Work Satisfaction

WFB is Work Family Balance

WST is Work Stress

β_1 is the intercept and

β_2 & β_3 are the parameters

4.9. Hypotheses of the Study

The researcher has developed hypotheses based on the past literature. The developed hypotheses are stated below:

H₁: Work family balance affects work satisfaction positively

H₂: Work stress affects work satisfaction negatively.

4.10. Statistical Technique used for the Data Analysis and Interpretation

Researchers have to make appropriate use of descriptive as well as Inferential Statistics for the scientific analysis of the data. With the application of descriptive analysis, a researcher is able to make a summary of the data or to study the current patterns or behavioral trends with the help of pie charts, graphs or by calculating the mean et al., while Inferential Statistics enable a researcher to conclude inferences about an identified set of population by drawing an appropriate number of samples out of that. With the application of Inferential Statistics,

the researcher is able to draw the valid results on the basis of various Statistical tests and techniques.



CHAPTER FIVE

FINDINGS AND ANALYSIS

This chapter presents the most significant part of this thesis. The results of the study in hand are presented and discussed in this chapter. These results have been obtained empirically from sample responses and were analyzed through different data analysis techniques or methods. Descriptive and inferential statistics have been used by the researcher for the study's data and to analyze it. At the end, this chapter provides a detailed discussion of the obtained results.

5.1. Descriptive Statistics

5.1.1. Demographic Profile of the Respondents

The convenience sampling technique was adopted and the statistical program for social sciences (SPSS) software was used. Descriptive statistics was used to analyze the demographic characteristics of the respondents. The demographics characteristics of respondents include gender, position, university level, profession, age group, years of service and educational level. Results for the descriptive data about the respondents were described in the tables below.

Table 5.1. Distribution of Participants According to Gender

	Gender	Frequency	Percent
Valid	Male	492	54.6
	Female	409	45.4
	Total	901	100.0

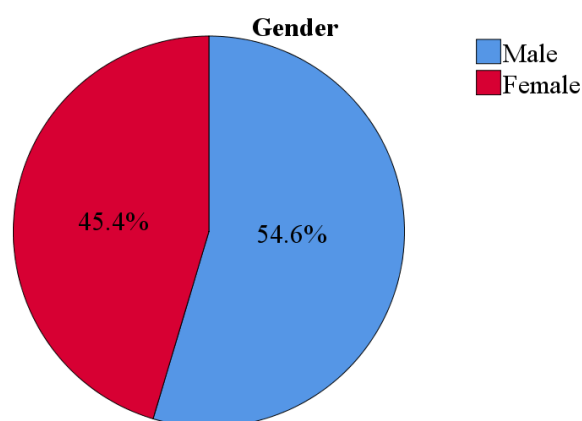


Figure 5.1. Distribution of Participants According to Gender

Gender: In the above-mentioned Table 5.1, it is revealed that 54.6 of the respondents were males, while on the other hand 45.4 were reported as females. We discover that the percentage of male employees are higher than the percentage of females, it shows that the largest percentages of employees in Nigerian universities are males.

Table 5.2. Distribution of Participants According to Age

	Age	Frequency	Percent
Valid	Under 25 yrs	140	15.5
	25-35 yrs	281	31.2
	36-45 yrs	244	27.1
	46-55 yrs	103	11.4
	56 yrs & above	133	14.8
	Total	901	100.0

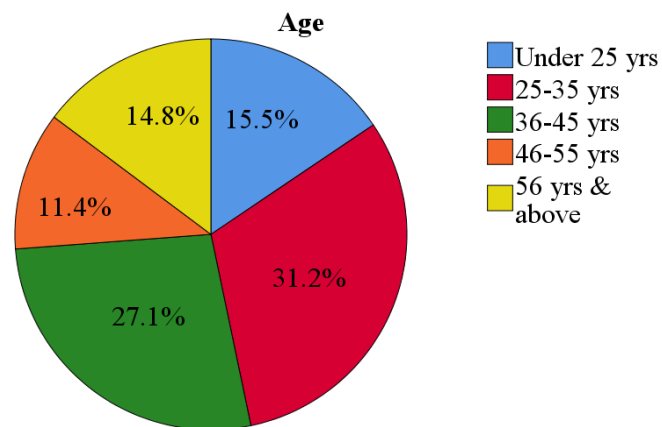
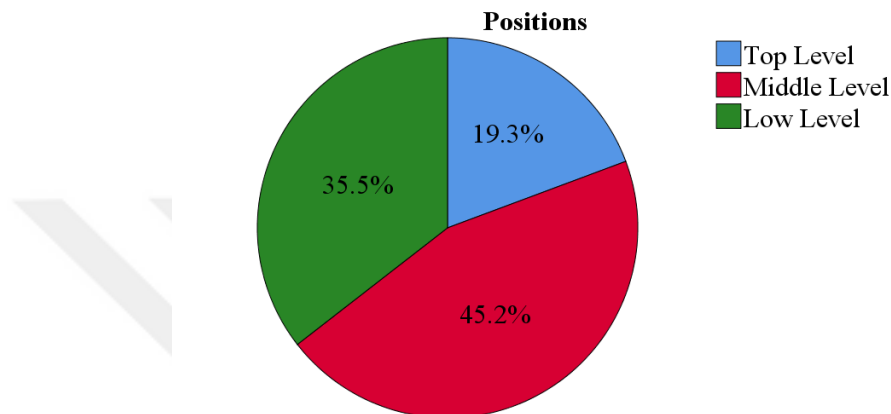


Figure 5.2. Distribution of Participants According to Age

Age: From the Table 5.2 above, the highest age group in the study sample is between the ages of from 25 to 35, the number of members it has 281 accounts for 31.2% of the members of the study. The age group of from 36 to 45 years old came in second place, with 27.1 %; the number of its members was 244. The age group of under 25 years came in third with 15.5%; the number of members was 140. The age group of 56 years and above came in fourth with 14.8% and the number of members was 133. The age group of from 46 to 55 years old came in last with 11.4% of the members of the study. The number of members were 103. This demonstrates that people between the ages of from 25 to 35 years old make up the majority of the population in the studied sample.

Table 5.3. Distribution of Participants According to Position

	Position	Frequency	Percent	Valid Percent
Valid	Top Level	174	19.3	19.3
	Middle Level	407	45.2	45.2
	Low Level	320	35.5	35.5
	Total	901	100.0	100.0

**Figure 5.3. Distribution of Participants According to Position**

Position: Position wise, 19.3% are top levels, 45.2% are from the middle level, and 35.5% are first level as it is shown in Table 5.3. The position was involved in order to determine if workers at the top level are having the same level of work family balance as workers at other levels.

Table 5.4. Distribution of Participants According to Years of Service/Experience

	Years of Service/Experience	Frequency	Percent
Valid	Less than one year	214	23.8
	1-2 yrs	238	26.4
	3-5 yrs	253	28.1
	6 yrs & above	196	21.8
	Total	901	100.0

	University Type	Frequency	Percent
Valid	Federal University	404	44.8
	State University	234	26.0
	Private University	263	29.2
	Total	901	100.0

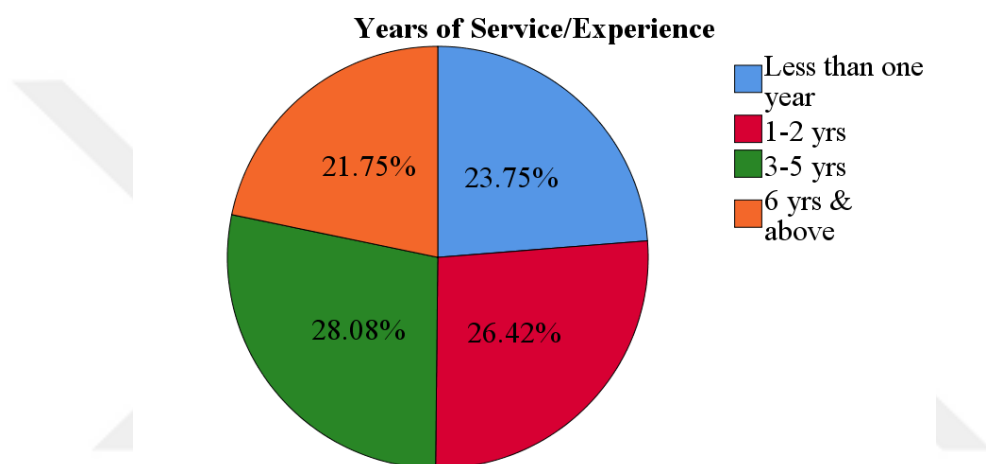


Figure 5.4. Distribution of Participants According to Years of Service/Experience

Years of Service/Experience: For an employee to have a positive work family balance, the number of years working in the same company should not be an obstacle. For this reason, employees even with less than one year, or less than 6 months were asked to contribute in this data collection stage. This is to clarify and show the readers that it is not necessary to have a long work experience to attain a balanced work and family roles. As shown in the Table 4 below, employees participating in this survey have different years/months of experience in their present jobs. 23.8% of the participants had less than one-year experience, 26.4% of the participants had one to two years, 28.1% are having 3 to 5 years' experience, and 21.8% are having more than 5 years' experience in their current job as shown in Table 5.4.

Table 5.5. Distribution of Participants According to University Type

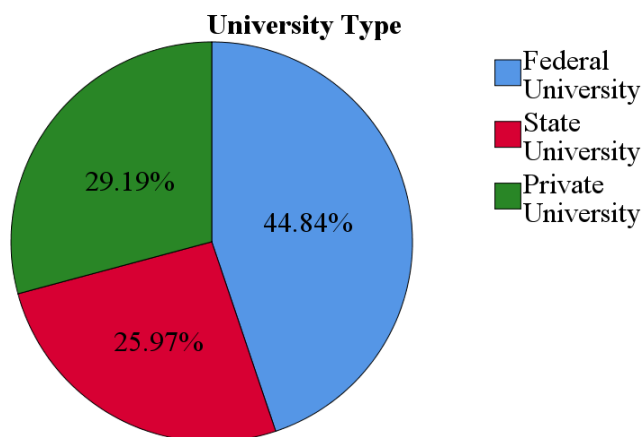


Figure 5.5 Distribution of Participants According to University Type

University Type: Since our case study was based on Nigerian universities, there was need to examine the different levels/types of Nigerian universities. From Table 5.5, the highest % of the participants which was 44.8 were from federal universities, while the lowest % of the participants which was 26.0 were from state universities.

Table 5.6. Distribution of Participants According to Education Level

	Education Level	Frequency	Percent
Valid	Without SSCE	63	7.0
	SSCE	79	8.8
	Diploma	124	13.8
	Bachelors	277	30.7
	Masters	208	23.1
	PhD	150	16.6
	Total	901	100.0

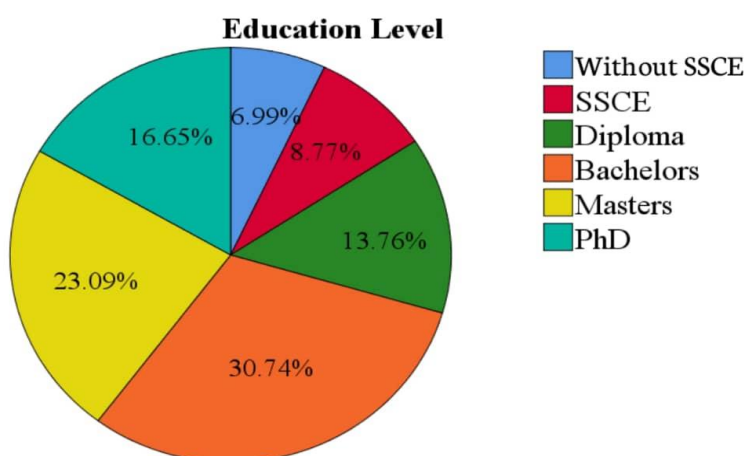


Figure 5.6. Distribution of Participants According to Education Level

Education level: Educational level of participants were also taken into account because both academic and nonacademic members of staff were allowed to participate in the survey. According to items in the Table 5.6, 30.8% of the respondents were identified to be bachelor's degree holders, followed by those possessing Master's degrees with 23.1%, PhD holders resulted to be 16.7% while Diploma holders were 13.8%. This implies that majority of the project employees are bachelor's degree holders followed by postgraduate degree holders. The Lowest are participants with without SSCE (7.0) and secondary school education holders (8.8).

Table 5.7. Distribution of Participants According to Profession

	Profession	Frequency	Percent
Valid	Assistant Lecturer	52	5.8
	Assistant Librarian	22	2.4
	Associate Dean	12	1.3
	Associate Professor	21	2.3
	Bookstore Clerk	24	2.7
	Bursar	101	11.2
	Cleaner	57	6.3
	Head of Department	15	1.7
	Lab Assistant	55	6.1
	Lecturer	157	17.4
	Librarian	52	5.8
	Photocopying Assistant	33	3.7
	Professor	67	7.4
	School Doctor	64	7.1
	School Nurse	17	1.9
	Secretary	37	4.1
	Student Welfare Worker	77	8.5
	Typist	38	4.2
	Total	901	100.0

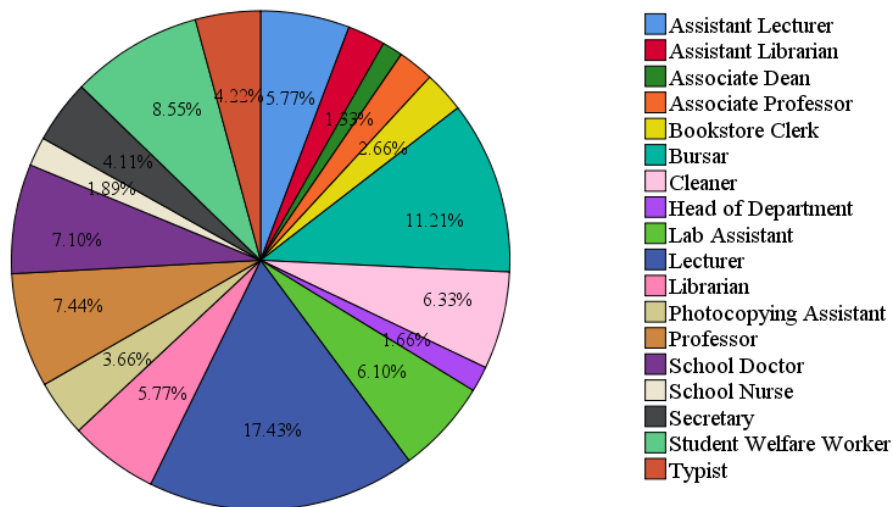


Figure 5.7. Distribution of Participants According to Profession

Profession: Participant's professions were included in the questionnaire. From Table 5.7, participants who are bursars were the highest participants while the lowest participants were the Heads of Departments.

5.1.2. Variables Descriptive Statistics

Descriptive statistics of variables are done with the aim of providing an understanding of the data. In this research the mean and standard deviation of the items were calculated to provide descriptive statistics on the data. As seen in Table 5.8, the items of transformational leadership have an average between 1.376 and 1.570. Among the items, item 2 ("Because of my work, I have no free time") has the highest average (1.570) and item 4 ("I have enough time for my friends") has the lowest average (1.376).

Table 5.8. Descriptive Statistics of Work Family Balance Items

No. Items	N	Min.	Max.	Mean	Std. Dev.
1. I often visit my friends and acquaintances	901	0	4	1.40	1.416
2. Because of my work, I have no free time	901	0	4	.95	1.570
3. Because of my work, I neglect my family and friends	901	0	4	1.35	1.388
4. I have enough time for my friends	901	0	4	1.71	1.376
5. In my free time, I still deal with my work duties	901	0	4	.85	1.501
6. I have enough time for my family (partner, parents, children)	901	0	4	1.46	1.403

For work stress, its items have an average between 0.996 and 1.301. Among the items, item 6 ("In the last month, how often have you felt confident about your ability to handle your personal problems?") has the highest mean (1.301) and the lowest mean (0.996) belongs to item 12 ("In the last month, how often have you found yourself thinking about things that you have to accomplish?"), and these are reverse issues. This can be seen from Table 5.9.

Table 5.9. Descriptive Statistics of Work Stress Items

No.	Items	N	Min.	Max.	Mean	Std. Dev.
1.	In the last month, how often have you been upset because of something that happened unexpectedly?	901	0	4	2.25	1.263
2.	In the last month, how often have you felt that you were unable to control the important things in your life?	901	0	4	2.19	1.175
3.	In the last month, how often have you felt nervous and "stressed"?	901	0	4	2.09	1.245
4.	In the last month, how often have you dealt successfully with irritating life hassles?	901	0	4	1.90	1.268
5.	In the last month, how often have you felt that you were effectively coping with important changes were occurring in your life?	901	0	4	2.09	1.211
6.	In the last month, how often have you felt confident about your ability to handle your personal problems?	901	0	4	2.17	1.301
7.	In the last month, how often have you felt that things were going your way?	901	0	4	2.23	1.287
8.	In the last month, how often have you found that you could not cope with all the things that you had to do?	901	0	4	2.40	1.090

9. In the last month, how often have you been able to control irritations in your life?	901	0	4	2.56	1.171
10. In the last month, how often have you felt that you were on top of things?	901	0	4	2.52	1.264
11. In the last month, how often have you been angered because of things that happened that were outside of your control?	901	0	4	2.40	1.085
12. In the last month, how often have you found yourself thinking about things that you have to accomplish?	901	0	4	2.26	.996
13. In the last month, how often have you been able to control the way you spend your time?	901	0	4	1.95	1.409
14. In the last month, how often have you felt difficulties were piling up so high that you could not overcome them?	901	0	4	2.44	1.175

Table 5.10 shows the mean, standard deviation, minimum, and maximum values for the variable items of work satisfaction. Its items have an average between 1.220 and 1.450. Among the items, item 2 ("how much do you enjoy your work?") has the highest mean (1.450) and the lowest mean (1.220) belongs to item 1 ("how satisfied are you with your job?").

Table 5.10. Descriptive Statistics of Work Satisfaction Items

No. Items	N	Min.	Max.	Mean	Std. Dev.
1. how satisfied are you with your job?	901	0	4	2.11	1.220
2. how much do you enjoy your work?	901	0	4	1.91	1.450

5.2. Diagnostic Tests

This phase informs the readers about the results of the data collected through the questionnaire. Statistical Package for Social Sciences (SPSS V25.0) was used for data

analysis. Cronbach's alpha was used to assess the reliability of the constructs. Control variables were obtained using an independent sample t-test and one-way ANOVA to compare the mean differences between work stress, work family balance and work satisfaction among participants with different demographic characteristics. Pearson correlation analysis was used to analyze the correlation between work stress, work family balance and work satisfaction. The regression was developed using SPSS process. Work Family Balance (WFB) and Work stress (WST) were the independent variables and Work Satisfaction (WSA) the dependent variable.

5.2.1. Reliability Test

Reliability refers to the consistency of the results obtained and explains the extent to which the instrument gives the same results in different repeated trials. A well-known method to measure internal consistency of an instrument is known as Cronbach's alpha. Cronbach's alpha explains how well different items measure a same construct. The rationale behind selection of Cronbach's alpha was, it is well accepted in the academia research Cronbach (1951). The recommended threshold for acceptance is .7, however at .6 it may also be accepted Sekaran (2000). Reliability test was carried out on the three adopted scales to check the internal consistency of the construct.

Table 5.11. Reliability Test

Constructs	No of items	Cronbach's Alpha
WFB	6	.975
WST	14	.931
WSA	2	.782

The results in 5.11 shows that all the constructs have reliabilities above the recommended threshold 0.7 since the Cronbach's alpha for Work Family Balance Scale is 0.97; for Work Stress Scale 0.93; while for Work Satisfaction Scale is 0.78.

5.2.2. Normality Test

To use parametric statistics techniques, the data distribution of the variables must be normal. Skewness and Kurtosis test was conducted to identify the shape of data normality. The earlier portrays the symmetry while the latter portrays the flatness of distributed data (Pallant, 2007). The recommended value of skewness is to be zero, representing the symmetric shape, whereas ± 1 is negligible value for kurtosis. The negative value represents

the flatter normality and positive value represents peaked distribution. Table 5.12 shows the skewness and kurtosis of the research variables.

Table 5.12. Skewness and Kurtosis of variables

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
WFB	1.132	.081	-.083	.163
WST	-.859	.081	-.774	.163
WSA	.392	.081	-1.091	.163

As Table 5.14 shows, the skewness of both work family balance variables (1.132), work stress variables (-0.859) and work satisfaction (0.392) are in the range (-2, 2), and the kurtosis of work family balance variables (-0.083), work stress variables (-0.774) and work satisfaction (-1.091) is also in the range (-2, 2), so the normality of the data can be confirmed.

Next, in order to check normality of the residuals, a graph is plotted using SPSS regression graph, the below graph shows the assumption of normality is accepted. Figure 5.8 shows that the data used in this research are normally distributed.

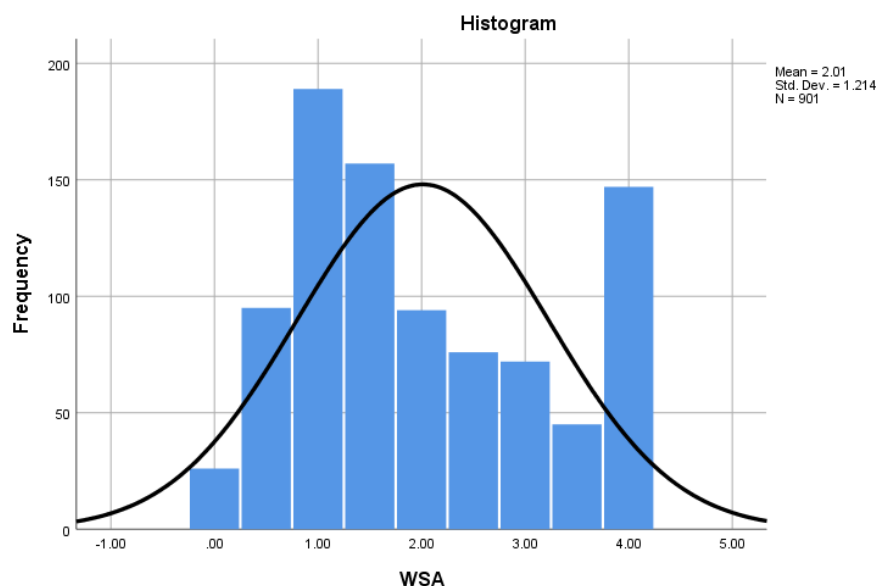


Figure 5.8. Normality Test (Histogram)

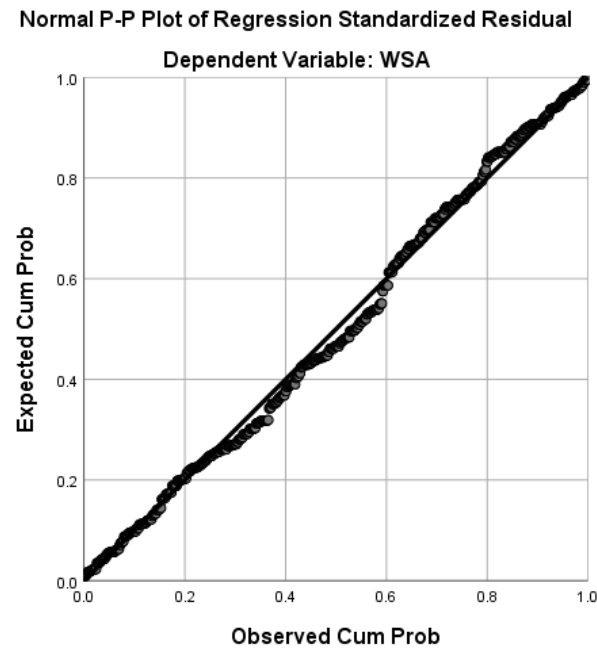


Figure 5.9. Linearity Test (P-P Plot)

Moreover, to check linearity, a graph is plotted using SPSS regression graph. The below graph shows the assumption of linearity is met. Due to the normality of the data, parametric tests can be used for data analysis.

5.2.3. Independent Sample t-test

Independent samples t-test was used to compare the mean differences of gender (Male and Female) for both work satisfaction and work stress. Levene's Test for Equality of Variances was also conducted to assess if the variances were significantly different between the groups.

Table 5.13. Difference in work satisfaction and work stress based on gender

<i>Group Statistics</i>					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
WSA	Male	492	2.0935	1.20564	.05435
	Female	409	1.9108	1.21771	.06021
WST	Male	492	2.1234	.90003	.04058
	Female	409	2.3917	.83696	.04139

<i>Independent Samples Test</i>					
Levene's Test					
for Equality					
of Variances					
t-test for Equality of Means					

									95% Confidence	
									Interval of the	
									<u>Difference</u>	
		F	Sig.	T	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	Lower	Upper
WSA	Equal variances assumed	.123	.726	2.255	899	.024	.18274	.08104	.02368	.34179
	Equal variances not assumed			2.253	866.019	.025	.18274	.08112	.02353	.34195
WST	Equal variances assumed	12.665	.000	-4.599	899	.000	-.26832	.05835	-.38283	-.15381
	Equal variances not assumed			-4.630	887.756	.000	-.26832	.05796	-.38207	-.15457

From the table above the analysis compares two variables, "work satisfaction and work stress across gender groups (Male and Female). Based on the provided data, it appears that females experience more work stress than males. The mean value for "WST" is higher for females (2.3917) compared to males (2.1234). It also shows that males are more satisfied with their work than females as the mean scores for males (2.0935) is higher than that of females (1.9108). When assuming equal variances, the Levene's test has a nonsignificant p-value (greater than 0.05), indicating that the variances are not significantly different. The t-test results for both scenarios show that the t-statistic is 2.255 with a corresponding p-value of 0.024 when assuming equal variances, and when equal variances are not assumed, the t-statistic remains similar at 2.253 with a p-value of 0.025. The mean difference between Male and Female groups for WSA is 0.18274. For Work Stress, Levene's test indicates a highly significant p-value (less than 0.001), suggesting that the variances are significantly different between the groups. The t-test results show that the t-statistic is -4.599 with a p-value of 0.000 when assuming equal variances, and when equal variances are not assumed, the t-statistic remains similar at -4.630 with a p-value of 0.000. The mean difference between Male and Female groups for WST is -0.26832. In summary, these results suggest that there are statistically significant differences in work stress levels between genders, regardless of

whether equal variances are assumed or not. However, for work satisfaction, the means are only significantly different when equal variances are assumed.

5.2.4. One-Way ANOVA

One-way ANOVA was used to compare the mean differences between work-family balance, work stress and work satisfaction of female health workers among participants with different demographic characteristics and a post hoc LSD test was used to determine which specific management levels have significant mean differences in work satisfaction scores.

Positions and Work Satisfaction

The one-way ANOVA analysis shows that there is a significant difference in work satisfaction among different positions. This was indicated by the high F-statistic of 324.492 and its probability value of .000 which is greater than 0.05. The complete result is shown in Table 5.14

Table 5.14. Positions and Work Satisfaction

ANOVA					
WSA					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	556.341	2	278.170	324.492	.000
Within Groups	769.809	898	.857		
Total	1326.150	900			

Note: * $p < .01$

To further understand the significant differences in position and work satisfaction, a Post Hoc LSD multiple comparison was used. The findings show that top-level employees report significantly higher work satisfaction compared to middle-level and low-level employees and also low-level employees report significantly higher work satisfaction compared to middle-level managers. The complete information is shown in Table 5.15 below

Table 5.15. LSD Test of Positions and Work Satisfaction

<i>Multiple Comparisons</i>							
Dependent Variable: WSA							
LSD							
(I) Please indicate your management level	(J) Please indicate your management level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
					Lower Bound	Upper Bound	
Top Level	Middle Level	1.82414*	.08386	.000	1.6596	1.9887	
	Low Level	2.13258*	.08721	.000	1.9614	2.3037	
Middle Level	Top Level	-1.82414*	.08386	.000	-1.9887	-1.6596	

	Low Level	.30844*	.06917	.000	.1727	.4442
Low Level	Top Level	-2.13258*	.08721	.000	-2.3037	-1.9614
	Middle Level	-.30844*	.06917	.000	-.4442	-.1727

*, The mean difference is significant at the 0.05 level.

Age and Work Stress

Table 5.16. Age and Work Stress

ANOVA

WST

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	246.001	4	61.500	121.477	.000
Within Groups	453.617	896	.506		
Total	699.618	900			

Table 5.17. LSD Test for Age and Work Stress

Multiple Comparisons

Dependent Variable: WST

LSD

		Mean	95% Confidence Interval			
(I) What is your age ?	(J) What is your age ?	Difference (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound
Under 25 yrs	25-35 yrs	.09214	.07361	.211	-.0523	.2366
	36-45 yrs	.46510*	.07544	.000	.3170	.6132
	46-55 yrs	1.25402*	.09237	.000	1.0727	1.4353
	56 yrs & above	1.39025*	.08616	.000	1.2212	1.5593
25-35 yrs	Under 25 yrs	-.09214	.07361	.211	-.2366	.0523
	36-45 yrs	.37296*	.06226	.000	.2508	.4952
	46-55 yrs	1.16188*	.08196	.000	1.0010	1.3227
	56 yrs & above	1.29811*	.07489	.000	1.1511	1.4451
36-45 yrs	Under 25 yrs	-.46510*	.07544	.000	-.6132	-.3170
	25-35 yrs	-.37296*	.06226	.000	-.4952	-.2508
	46-55 yrs	.78892*	.08361	.000	.6248	.9530
	56 yrs & above	.92516*	.07669	.000	.7746	1.0757
46-55 yrs	Under 25 yrs	-1.25402*	.09237	.000	-1.4353	-1.0727
	25-35 yrs	-1.16188*	.08196	.000	-1.3227	-1.0010
	36-45 yrs	-.78892*	.08361	.000	-.9530	-.6248
	56 yrs & above	.13624	.09339	.145	-.0471	.3195
56 yrs & above	Under 25 yrs	-1.39025*	.08616	.000	-1.5593	-1.2212
	25-35 yrs	-1.29811*	.07489	.000	-1.4451	-1.1511

36-45 yrs	-.92516*	.07669	.000	-1.0757	-.7746
46-55 yrs	-.13624	.09339	.145	-.3195	.0471

*. The mean difference is significant at the 0.05 level.

From Table 5.16, ANOVA analysis confirms that work stress significantly varies based on age groups ($F = 121.477$, $p < 0.01$). The subsequent multiple comparisons analysis further indicates significant variations in work stress levels among age groups. Specifically, individuals aged "25-35 years," "36-45 yrs," "46-55 yrs," and "56 yrs & above" experience higher work stress levels compared to those under 25 years. These findings suggest that employees in the younger age groups tend to report higher levels of work stress compared to those in older age groups. This could be attributed to factors such as job demands, career aspirations, and life stage. This can be seen in Table 5.17 above.

Years of Service and Work Family Balance

Anova's one-way statistical analysis shows that there is a significant difference in work family balance based on years of service ($F = 29.355$, $p < 0.01$). The complete result is in Table 5.18 below

Table 5.18. Years of Service and Work Family Balance

ANOVA					
WFB					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	149.244	3	49.748	29.355	.000
Within Groups	1520.172	897	1.695		
Total	1669.416	900			

Table 5.19. LSD Test for Years of Service and Work Family Balance

Multiple Comparisons

Dependent Variable: WFB

LSD

(I) How long have you been working at the university?	(J) How long have you been working at the university?	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than one year	1-2 yrs	-.26483*	.12264	.031	-.5055	-.0241
	3-5 yrs	-.67040*	.12090	.000	-.9077	-.4331
	6 yrs & above	-1.11957*	.12871	.000	-1.3722	-.8670
1-2 yrs	Less than 1 year	.26483*	.12264	.031	.0241	.5055

	3-5 yrs	-.40557*	.11756	.001	-.6363	-.1749
	6 yrs & above	-.85474*	.12557	.000	-1.1012	-.6083
3-5 yrs	Less than 1 year	.67040*	.12090	.000	.4331	.9077
	1-2 yrs	.40557*	.11756	.001	.1749	.6363
	6 yrs & above	-.44917*	.12388	.000	-.6923	-.2061
6 yrs & above	Less than 1 year	1.11957*	.12871	.000	.8670	1.3722
	1-2 yrs	.85474*	.12557	.000	.6083	1.1012
	3-5 yrs	.44917*	.12388	.000	.2061	.6923

*, The mean difference is significant at the 0.05 level.

However, from Table 5.19 above, the LSD test further elaborates on the significant differences in mean work family balance scores among different time durations. Employees with 1-2 years, 3-5 years, and 6 years & and above of service have significantly different work family balance compared to those with less than one year of service. These findings suggest that employees with more years of experience tend to report better work family balance compared to those with fewer years of experience. This could be due to various factors, including the development of coping strategies, familiarity with work demands, and increased ability to manage work and family responsibilities.

University Type and Work Stress

Table 5.20. University Type and Work Stress

ANOVA					
WST					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	89.250	2	44.625	65.654	.000
Within Groups	610.368	898	.680		
Total	699.618	900			

Table 5.21 LSD Test for University Type and Work Stress

Multiple Comparisons

Dependent Variable: WST

LSD

(I) University type	(J) University type	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Federal University	State University	-.03425	.06773	.613	-.1672	.0987
	Private University	-.70416*	.06532	.000	-.8324	-.5760

State University	Federal University	.03425	.06773	.613	-.0987	.1672
	Private University	-.66991*	.07409	.000	-.8153	-.5245
Private University	Federal University	.70416*	.06532	.000	.5760	.8324
	State University	.66991*	.07409	.000	.5245	.8153

*. The mean difference is significant at the 0.05 level.

From Table 5.20, the ANOVA analysis validates significant differences in work stress experiences among different university types ($F = 44.625$, $p < 0.01$). However, the LSD test shows that employees from Private universities experience significantly higher work stress compared to those from Federal and State universities suggesting the need for targeted interventions in private university settings to mitigate work stress and enhance employee satisfaction. This can be seen in Table 5.21 above. This finding also suggests that university type has a notable influence on work stress experiences, with implications for addressing stress factors and enhancing the well-being of individuals within different academic environments.

Education Level and Work Satisfaction

Table 5.22. Education Level and Work Satisfaction

ANOVA					
WSA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	530.280	5	106.056	119.266	.000
Within Groups	795.870	895	.889		
Total	1326.150	900			

The ANOVA results show that work satisfaction significantly varies based on education level ($F=119.266$, $p < 0.01$).

Table 5.23. LSD Test for Education Level and Work Satisfaction

Multiple Comparisons

Dependent Variable: WSA

LSD

(I) Education Level	(J) Education Level	Mean Difference			95% Confidence Interval	
		(I-J)	Std. Error	Sig.	Lower Bound	Upper Bound
Without SSCE	SSCE	-.06530	.15928	.682	-.3779	.2473
	Diploma	-.27202	.14590	.063	-.5584	.0143
	Bachelors	-.18907	.13163	.151	-.4474	.0693

	Masters	-.71184*	.13561	.000	-.9780	-.4457
	PhD	-2.28159*	.14157	.000	-2.5594	-2.0037
SSCE	Without SSCE	.06530	.15928	.682	-.2473	.3779
	Diploma	-.20672	.13575	.128	-.4731	.0597
	Bachelors	-.12377	.12028	.304	-.3598	.1123
	Masters	-.64654*	.12463	.000	-.8911	-.4020
	PhD	-2.21629*	.13109	.000	-2.4736	-1.9590
Diploma	Without SSCE	.27202	.14590	.063	-.0143	.5584
	SSCE	.20672	.13575	.128	-.0597	.4731
	Bachelors	.08295	.10189	.416	-.1170	.2829
	Masters	-.43983*	.10699	.000	-.6498	-.2298
	PhD	-2.00957*	.11445	.000	-2.2342	-1.7849
Bachelors	Without SSCE	.18907	.13163	.151	-.0693	.4474
	SSCE	.12377	.12028	.304	-.1123	.3598
	Diploma	-.08295	.10189	.416	-.2829	.1170
	Masters	-.52277*	.08652	.000	-.6926	-.3530
	PhD	-2.09252*	.09560	.000	-2.2801	-1.9049
Masters	Without SSCE	.71184*	.13561	.000	.4457	.9780
	SSCE	.64654*	.12463	.000	.4020	.8911
	Diploma	.43983*	.10699	.000	.2298	.6498
	Bachelors	.52277*	.08652	.000	.3530	.6926
	PhD	-1.56974*	.10101	.000	-1.7680	-1.3715
PhD	Without SSCE	2.28159*	.14157	.000	2.0037	2.5594
	SSCE	2.21629*	.13109	.000	1.9590	2.4736
	Diploma	2.00957*	.11445	.000	1.7849	2.2342
	Bachelors	2.09252*	.09560	.000	1.9049	2.2801
	Masters	1.56974*	.10101	.000	1.3715	1.7680

*. The mean difference is significant at the 0.05 level.

From Table 5.23, the LSD multiple comparisons analysis identifies specific pairs of education levels that exhibit significant mean differences in "work satisfaction scores. The results show that employees with higher educational qualifications (bachelors, masters and PhD) tend to report higher levels of work satisfaction. On the other hand, employees with lower educational qualifications tend to report lower levels of work satisfaction.

5.2.5. Correlation Analysis

Based on parametric statistics, the Pearson correlation method depicts the strength and direction of the relationship between two variables. The Pearson Product Moment

Correlations were conducted to determine the relationship between the variables. The Pearson correlation coefficient varies between +1 and -1, where +1 is a perfect positive correlation, and -1 is a perfect negative correlation. 0 means there is no linear correlation at all. When a correlation coefficient is 0.1 or less, it indicates a very weak positive correlation.

Table 5.24. Relationships Between Variables

Variables	Mean	SD	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
WFB	1.2852	1.36195	1							
WST	2.2452	.88168	-.231**	1						
WSA	2.0105	1.21388	.625**	-.510**	1					
Gender	1.45	.498	-.053	.152**	-.075*	1				
Age	2.79	1.263	.411**	-.569**	.601**	-.083*	1			
Years of Service	2.48	1.077	.297**	-.545**	.381**	-.076*	.395**	1		
University Type	1.84	.847	-.016	.321**	-.204**	.119**	-.117**	-.281**	1	
Positions	2.16	.723	-.813**	.202**	-.572**	.042	-.427**	-.228**	-.004	1
Education Level	4.04	1.419	.623**	-.124**	.493**	-.008	-.335**	.155**	.008	-.758**

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

*. Correlation is significant at the 0.05 level (2-tailed).

According to the findings of the Table 5.24, the correlation analysis revealed significant relationship between work family balance (WFB), work stress (WST), and work satisfaction (WSA). Work family balance showed a negative correlation with work stress ($r = -0.231$, $p < 0.001$) and a positive correlation with work satisfaction ($r = 0.625$, $p < 0.001$). This suggests that employees experiencing better work family balance tend to report lower work stress levels and higher work satisfaction. Work stress demonstrated a statistically significant negative relationship with work satisfaction ($r = -0.510$, $p < 0.001$), indicating that higher levels of work stress are linked to reduced work satisfaction. These findings align with existing theories that emphasize the interconnectedness of work-related factors and their impact on employee well-being and job satisfaction.

Regarding demographic variables, gender, age, years of service, university type, position, and education level were assessed for their correlations with WFB, WST, and WSA. Notably, gender showed a weak but significant correlation with WST ($r = 0.075$, $p < 0.05$), suggesting that gender might play a minor role in work satisfaction levels. Years of service demonstrated a negative correlation with work stress ($r = -0.545$, $p < 0.001$), implying that

longer years of service might be associated with lower work stress. Positions had a significant positive correlation with work stress ($r = 0.202$, $p < 0.001$), indicating that higher-ranking positions might experience higher work stress. Moreover, education level showed a significant positive correlation with work satisfaction ($r = 0.493$, $p < 0.001$), implying that higher education levels might be linked to lower work satisfaction. University type demonstrated a weak negative correlation with work family balance ($r = -0.016$, $p < 0.05$), suggesting that employees in different types of universities might experience varying levels of work family balance. Lastly, age showed a weak positive correlation with work stress ($r = 0.569$, $p < 0.05$), indicating that older employees might experience slightly higher levels of work stress.

5.2.6. Regression Analysis

Regression analysis was conducted on the three variables; with work satisfaction (WSA) the dependent variable and work family balance (WFB) and work stress (WST) the independent variables. The main aim of this was to test the hypotheses.

Regression Analysis for Work Family Balance and Work Satisfaction

Table 5.25. Model summary for Work Family Balance and Work Satisfaction

<i>Model Summary^b</i>					
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.625 ^a	.390	.389	.94859	1.893

a. Predictors: (Constant), WFB

b. Dependent Variable: WSA

From Table 5.25, model Summary provides a concise overview of a linear regression analysis aiming to predict work satisfaction ("WSA") based on a predictor variable ("WFB"). The correlation between the predictor and the dependent variable is indicated by the R value of 0.625, suggesting a moderate positive relationship. The R Square value of 0.390 signifies that approximately 39% of the variance in work satisfaction can be accounted for by variations in the predictor "WFB." This predictor contributes significantly to explaining the variability in work satisfaction scores, as indicated by the Adjusted R Square of 0.389. The standard error of the estimate, denoted as 0.94859, estimates the deviation between actual and predicted values. The Durbin-Watson statistic is 1.893, which is used to detect the presence of autocorrelation in the residuals of the model. A value close to 2 suggests no significant

autocorrelation. In summary, the linear regression model demonstrates that the predictor variable "WFB" has a meaningful influence on predicting work satisfaction ("WSA").

Table 5.26. Anova Table for Work Family Balance and Work Satisfaction

<i>ANOVA^a</i>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	517.202	1	517.202	574.777	.000 ^b
	Residual	808.948	899	.900		
	Total	1326.150	900			

a. Dependent Variable: WSA

b. Predictors: (Constant), WFB

From the table above, this result proves that the overall regression model is statistically significant ($p > 0.01$), valid and fit and implies that only of the variance in the overall work satisfaction was explained by the independent variables.

Table 5.27. Coefficients of the Relationship between Work Family Balance and Work Satisfaction

<i>Coefficients^a</i>						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.295	.043		29.799	.000
	WFB	.557	.023	.625	23.975	.000

a. Dependent Variable: WSA

As shown in Table 5.27, it shows a significance level of 99%, which is within an acceptable range. Therefore, it can be said that the model is statistically significant. Also, the coefficient of variables, or linear regression analysis, shows the variable nature of the relationship as well as their statistical significance or not. In Table 5.27, it can be concluded that, at the 99% confidence level, the effect of work family balance on work satisfaction is statistically significant ($\text{Sig} < 0.05$). The unstandardized regression coefficient for work-family balance ($\beta = 0.557$) shows a positive and moderate relationship between work family balance and work satisfaction of employees in Nigerian universities.

Regression Analysis for Work Stress and Work Satisfaction

Table 5.28. Model Summary for Work Stress and Work Satisfaction

<i>Model Summary^b</i>					
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.510 ^a	.260	.259	1.04482	2.014

a. Predictors: (Constant), WST

b. Dependent Variable: WSA

As shown in Table 5.28, the Model Summary presented provides a concise overview of a linear regression analysis aiming to predict work satisfaction (WSA) using a predictor variable (WST). The correlation coefficient (R) of 0.510 indicates a moderate positive relationship between the predictor and the dependent variable. Around 26% of the variability in work satisfaction scores can be explained by variations in the predictor, as indicated by the R Square value of 0.260. The Adjusted R Square value of 0.259 accounts for the number of predictor variables in the model. The standard error of the estimate (1.04482) quantifies the average discrepancy between actual and predicted values. The Durbin-Watson statistic of 2.014 suggests lack of significant autocorrelation in the model's residuals. In summary, the variable WST contributes moderately to predicting work satisfaction.

Table 5.29. Anova Table for Work Stress and Work Satisfaction

<i>ANOVA^a</i>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	344.751	1	344.751	315.805	.000 ^b
	Residual	981.399	899	1.092		
	Total	1326.150	900			

a. Dependent Variable: WSA

b. Predictors: (Constant), WST

From Table 5.29 above, the "Regression" component, with a sum of squares of 344.751 and a corresponding F-statistic of 315.805, highlights that the predictor variable "WST" significantly contributes to explaining the variance in work satisfaction. The p-value (Sig.) of 0.000 indicates that this contribution is statistically significant.

Table 5.30. Coefficients of the Relationship between Work Stress and Work Satisfaction

<i>Coefficients^a</i>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3.587	.095		.000
	WST	-.702	.040	-.510	.000

a. Dependent Variable: WSA

As shown in Table 5.30, it shows a significance level of 99%, which is within an acceptable range. Therefore, it can be said that the model is statistically significant. Also, the coefficient of variables, or linear regression analysis, shows the variable nature of the relationship as well as their statistical significance or not. In Table 5.30 it can be concluded that, at the 99% confidence level, the effect of work stress on work satisfaction is statistically significant ($\text{Sig} < 0.05$). The unstandardized regression coefficient $\beta = -0.702$ shows a positive and moderate relationship between work stress and work satisfaction of employees in Nigerian universities. The coefficient for "WST" is -0.702, indicating that for each unit increase in "WST," the model predicts a decrease of 0.702 units in work satisfaction of employees in Nigerian universities.

Regression Analysis of Work Family Balance, Work Stress and Work Satisfaction

Table 5.31. Regression Analysis Results of Work Family Balance, Work Stress and Work Satisfaction

<i>Model Summary^b</i>					
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.729 ^a	.531	.530	.83222	1.899

a. Predictors: (Constant), WST, WFB
b. Dependent Variable: WSA

<i>ANOVA^a</i>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	704.210	2	352.105	508.393	.000 ^b
	Residual	621.940	898	.693		
	Total	1326.150	900			

- a. Dependent Variable: WSA
 b. Predictors: (Constant), WST, WFB

Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.591	.088		29.582	.000
	WFB	.477	.021	.535	22.782	.000
	WST	-.531	.032	-.386	-16.432	.000

a. Dependent Variable: WSA

From the model summary of regression shown in Table 5.31, between dependent variable (work satisfaction) and predictors (work family balance and work stress) the Coefficient of Determination = .729 which implies that 72.9% of relationships exist between the independent variables (work family balance and work stress) and the dependent variable (work satisfaction). R-square measures how close the data are to the fitted regression line. In addition, the R- square value (.531) implies that 53.1 % of variation in work satisfaction is determined by work family balance and work stress while 46.9 is jointly captured by the error term. After adjustment of degree of freedom, the adjusted R² value which is .530 shows that about 53.0% changes in WSA are explained by WFB and WST jointly, while 47.0% is captured by the error term. However, the model does not have a poor fit since R-square is above 50% which is the acceptable range for a model. The Durbin-Watson (DW) statistic measures the evidence of autocorrelation in the residuals. The acceptable DW range of no autocorrelation is between 1.45 and 2.44. Thus, the fitted regression line result showed that there is no evidence of autocorrelation as indicated by DW statistic value of 1.899.

The ANOVA in Table 5.31 indicates that the regression model predicts the dependent variable (job satisfaction) is statistically significant where the regression is less than 0.05 ($0.000 \leq 0.05$). This result proves that the overall regression model is statistically significant, valid and fit and implies that only of the variance in the overall work satisfaction was explained by the independent variables. Conversely, was explained by other factors.

The Coefficient part labelled “Unstandardized Coefficient “depicts the estimated coefficients(β) which shows the sign and size or magnitude of change. The “Sig” column of the table indicates that the both independent variables are having significant impact on dependent variable as the values are less than 0.05 and hence are a good fit in this model. The coefficient for "WFB" is 0.477, indicating that a one-unit increase in "WFB" corresponds to an average increase of 0.477 units in the predicted work satisfaction score. Similarly, the coefficient for "WST" is -0.531, signifying that for every unit increase in "WST," the model predicts a decrease of 0.531 units in the work satisfaction score. The standardized coefficients (Beta) reveal the standardized impact of each predictor on the dependent variable. The t-statistics for both predictors are significantly high, with values of 22.782 for "WFB" and -16.432 for "WST." Both predictors demonstrate extremely low p-values (Sig. = 0.000), indicating their substantial statistical significance in predicting work satisfaction.

However, the regression result above can be summarized in the equation form as follows:

$$WSA = 2.591 + 0.477WFB - 0.531WST$$

However, the main aim of conducting the regression analysis was to test the hypotheses. To test the hypotheses in this study, P -value is taken to check the significance. If P- value is equal to or less than 0.05 and 0.01 respectively, it is then significant

Hypothesis 1: Work family balance affects work satisfaction positively

From Table 5.31, it was found that work family balance significantly predicted work satisfaction ($p < 0.05$). Work family balance has a positive effect on the work satisfaction of staff in Nigerian universities since the coefficient for WFB is +0.477. This shows that a percentage increase in work family balance will increase work satisfaction by 47.7%. However, we conclude that work family balance affects work satisfaction positively.

Hypothesis 2: Work stress affects work satisfaction negatively

On Table 5.31, work stress showed a negative effect on work satisfaction of staff in Nigerian universities. The coefficient for work stress (WST) is -0.531 and its probability value is less than 0.05. This shows that a percentage increase in work stress will decrease work satisfaction by 53.1% and it is statistically significant. Hence, we conclude that work stress affects work satisfaction negatively.

CHAPTER SIX

DISCUSSION AND CONCLUSION

The current chapter includes the discussion and conclusions of the study findings. This section first presents a summary of the results from the data analysis and then discusses and compares the findings. In the next section, the theoretical and practical applications of the research are stated. Finally, the limitations of the research are presented, then some suggestions for future research.

6.1. Summary of Findings

Below are the most important research findings inferred from the previous chapter. The current research has been carried out following the investigation of the effect of work stress and work family balance on the work satisfaction of employees in Nigerian universities. Out of 1200 distributed questionnaires, 901 complete questionnaires were received; hence the return rate of questionnaires is 75.08%. The findings showed that the skewness and kurtosis of the data are in the range of 2 to -2, which means that the data have a normal distribution based on the criteria of Field (2009), and we are able to use parametric tests to analyze the data. The independent samples t-test showed gender differences in work stress, with females reporting higher levels. ANOVA results indicated significant variations in work stress and work family balance across different demographic factors. LSD tests further pinpointed specific group differences. It was found that top-level employees exhibit notably higher work satisfaction compared to middle-level and low-level employees, while low-level employees experience higher work satisfaction compared to middle-level employees. However, employees with varying years of service, particularly 1-2 years, 3-5 years, and 6 years & above were found to have significantly different work family balance compared to those with less than one year of service. LSD test further reveals that private university employees experience notably higher work stress compared to their counterparts from Federal and State universities and also that employees with higher education levels report distinct levels of work satisfaction than others. Correlation analysis unveiled a negative relationship between work stress and work satisfaction, while a positive correlation emerged between work family balance and work satisfaction. The results of the regression analysis prove that work stress affects work satisfaction negatively and work family balance affects work satisfaction positively.

6.2. Discussion of Findings

The present study investigates the effect of work stress and work family balance on work satisfaction within the context of Nigerian universities. The hypotheses set forth for this research were: firstly, that work family balance positively affects work satisfaction, and secondly, that work stress positively affects work satisfaction. The findings from various analyses shed light on these hypotheses in the context of the Nigerian university setting. Drawing insights from previous research, it is evident that work stress can have detrimental effects on employees' physical and mental well-being, leading to dissatisfaction, negativity, and absenteeism Senova & Antosova, (2014); Webster with other scholars (2010). This aligns with the second hypothesis of the study, suggesting that higher work stress levels are associated with reduced work satisfaction. Colligans and Higgins (2006) emphasized that various factors contribute to the development of workplace stress, which subsequently hampers employees' creativity and overall productivity. On the other hand, the concept of work family balance is multifaceted, as different scholars offer varying perspectives. Greenhaus and Allen (2006) describe it as the compatibility of an individual's job and family roles with their life priorities. This aligns with the first hypothesis of the study, suggesting that a positive work family balance is linked to higher work satisfaction. However, the role balance theory, emphasizing individual satisfaction over the equilibrium of responsibilities, adds complexity to this notion Marks and associates (1999, 2001). The research findings also accentuate the significance of job satisfaction as an influential factor in organizational performance, with various features of work environments and organizational contexts contributing to overall satisfaction Seashore & Taber (1975). The analyses further underscore the complex relationship between work stress and work satisfaction. Friganovic and other colleagues (2019) support the notion that higher work stress negatively affects job satisfaction, echoing the second hypothesis of the study. While some researchers like Robbins and Sanghi (2016) view work stress as an opportunity for improvement, others like Rubina (2018) emphasize its potentially detrimental impact on motivation and creativity. The concept of work stress aligns with Selye's (1946) General Adaptation Syndrome, which posits negative effects on the immune system. This corresponds to the findings of the study, where work stress is identified as a factor influencing work satisfaction. Furthermore, the study delves into the importance of work family balance in managing both work and non-work responsibilities. Social roles, as analyzed by Ashforth and his colleagues (2002) and Clark (2000), significantly contribute to self-definition and daily schedule management. The

relevance of work family balance is substantiated by Landauer's (1997) survey results, suggesting that the ability to balance work and personal responsibilities is crucial for retaining high-performing employees. However, for independent samples t-tests, the findings reveal that gender plays a significant role in work stress, with variations between males and females. Male employees tend to experience higher work stress levels compared to their female counterparts. This resonates with previous research by Senova and Antosova (2014), who noted that employees facing difficulties coping with their work environment often suffer from increased stress levels. Moreover, the ANOVA results indicate that the level of work-family balance significantly influences work satisfaction. This supports the notion that an effective balance between work and family balance positively impacts job satisfaction, as posited by Greenhaus and Allen (2006). The LSD however tests highlight specific differences in work stress and work satisfaction across various demographic variables. For instance, the age groups of employees exhibit differing levels of work stress and work satisfaction. This finding aligns with the idea that age can influence an individual's perception of work-related stress, as discussed by Ashforth et al. (2002) and Clark (2000). Similarly, the educational background and position within the organization significantly impact work stress and work satisfaction levels. This corresponds with the assertion by Robbins and Sanghi (2016) that different job positions may lead to varying experiences of work stress. Moving on to the correlation analysis, the results provide a comprehensive view of the relationships between the variables under study. Work family balance is positively correlated with work satisfaction, confirming the first hypothesis. This implies that individuals who successfully manage their work and family responsibilities tend to experience higher job satisfaction. Conversely, work stress is negatively correlated with work satisfaction, confirming the second hypothesis. This concurs with the research of Friganovic and other scholars (2019), who established that high work stress levels negatively impact job satisfaction.

In conclusion, the findings of this study validate the hypotheses proposed at the outset. Work family balance emerges as a significant factor positively influencing work satisfaction, while work stress is identified as a negative influencer of work satisfaction. These results not only contribute to the existing body of literature but also hold implications for the management and well-being of employees in Nigerian universities and similar settings. It underscores the importance of crafting policies and strategies that foster a conducive work family balance and alleviate work stress to enhance overall job satisfaction and organizational effectiveness.

6.3. Theoretical Implications

The findings of the study carry significant theoretical implications that align with and challenge various established theories, shedding light on the intricate relationships between work stress, work family balance, and work satisfaction within the context of Nigerian universities. The Job Demand Control (JDC) model proposed by Karasek (1979) aligns with the findings of the study's regression analyses and ANOVA results. The model's emphasis on job demand and control corresponds to the observed negative correlation between work stress and work satisfaction. The results support the JDC model's proposition that high job demands combined with low decision latitude contribute to heightened work stress and subsequently diminish work satisfaction. This alignment reinforces the significance of job control and the decision-making latitude in alleviating work stress and enhancing work satisfaction among university employees.

In contrast, the Effort-Reward Imbalance Model presented by Siegrist and Peter (1994) challenges the study's findings on work stress and work satisfaction. While the model underscores the role of rewards and recognition in boosting employee morale, the negative correlation between work stress and work satisfaction uncovered in the study suggests that other factors beyond rewards contribute significantly to work satisfaction. This divergence implies that intrinsic aspects of work stress, such as workload and role conflict, may play a more substantial role in influencing work satisfaction among Nigerian university employees.

The Person-Environment Fit Model advocated by Schonfield and Chang (2017) aligns with the study's findings on work family balance and work satisfaction. The observed positive correlation between work family balance and work satisfaction corresponds to the model's premise that congruence between individual attributes and the organizational environment fosters higher levels of work satisfaction. This alignment underscores the importance of creating a harmonious work family balance environment that resonates with employees' characteristics and needs to enhance their job satisfaction. The theoretical perspective of Preoccupation introduced by Ezzedeen (2002) resonates with the findings of the study's correlation analyses. The concept of employees being preoccupied with work-related thoughts, even outside the workplace, corresponds to the negative correlation between work stress and work satisfaction. This alignment underscores the pervasive influence of work stress on employees' cognitive space, reinforcing the need for strategies that effectively manage work family balance to mitigate cognitive intrusion and enhance job satisfaction.

The cognitive approach of Cognitive Space discussed by Swiercz and Ezzedeen (2002) aligns with the implications of the study's findings on work family balance and work satisfaction. The introduction of "Cognitive Intrusion of Work" as a consequence of inadequate cognitive space resonates with the study's identification of lower job satisfaction and increased work stress due to cognitive overload. This alignment highlights the importance of considering employees' cognitive well-being as a vital component of promoting work family balance and work satisfaction. Regarding job satisfaction, the Affect Theory by Locke (1976) and the Dispositional Approach examined by Judge, Locke, and Durham (1997) both align with the study's findings. The Affect Theory's emphasis on the discrepancies between expectations and outcomes aligns with the observed variations in job satisfaction levels due to individual differences and work family balance. Similarly, the Dispositional Approach's focus on self-esteem's influence on job satisfaction resonates with the study's finding of a positive correlation between work family balance and work satisfaction. The Equity Theory proposed by Adams (1965) also aligns with the study's findings concerning job satisfaction. The study's identification of correlations between demographic variables and work stress and satisfaction supports the theory's contention that perceived fairness in social relationships impacts job satisfaction. This alignment underscores the relevance of fair treatment in the workplace to enhance job satisfaction.

In conclusion, the study's findings provide empirical support for various theories while also presenting intriguing contradictions and new perspectives. The theoretical implications align with and challenge established models, enriching our understanding of the complex dynamics between work stress, work-family balance, and work satisfaction.

6.4. Practical Implications

The study's multifaceted findings hold significant practical implications for Nigerian universities and organizations, offering actionable insights to enhance employee well-being, job satisfaction, and organizational effectiveness.

Starting with the insights gained from the independent samples t-test, the observed differences in work stress levels between gender groups and different education levels suggest the need for tailored interventions. Universities can implement gender-inclusive policies and programs that address specific stressors experienced by different gender groups. Furthermore, providing professional development opportunities and support mechanisms for

employees with varying education levels can contribute to mitigating stressors associated with job roles and responsibilities.

Moving to the ANOVA and LSD test results, the variation in work stress levels across different age groups, positions, and university types underscores the importance of customization. Nigerian universities should consider designing targeted training programs and mentorship initiatives for specific age groups to address generational differences in coping with work stress. Similarly, providing leadership development programs and clear career advancement pathways based on position can contribute to reducing stress for employees at different organizational levels. Tailored interventions that consider the unique characteristics of different university types can lead to a more harmonious work environment and reduced stress levels.

The regression analysis outcomes provide practical implications that align with the Job Demand Control (JDC) model and the Person-Environment Fit Model. The positive relationship between work family balance and work satisfaction supports the idea of offering flexible work arrangements, such as remote work options and adjustable schedules. Implementing work family balance policies and creating a supportive work environment for employees to balance their professional and personal responsibilities can enhance job satisfaction and overall well-being.

Contrastingly, the negative relationship between work stress and work satisfaction demands proactive measures to address stressors effectively. Nigerian universities can prioritize the provision of stress management workshops, mental health resources, and wellness programs. Encouraging regular breaks, promoting physical activities, and fostering a culture of open communication can collectively contribute to reducing work stress and subsequently improving job satisfaction.

However, the theoretical implications, such as the Effort-Reward Imbalance Model and the Equity Theory, further guide practical strategies. Nigerian universities can focus on comprehensive reward systems that acknowledge not only financial compensation but also recognize employees' efforts and achievements. Additionally, implementing transparent promotion processes and equitable compensation practices can promote a sense of fairness and enhance job satisfaction among employees.

In conclusion, the practical implications derived from the study's diverse findings provide a roadmap for Nigerian universities to cultivate a positive work environment. By tailoring interventions based on gender, age, education level, position, and university type, organizations can effectively address work stress, promote work family balance, and enhance job satisfaction. These practical strategies align with various psychological theories, reinforcing the significance of a holistic approach that considers individual characteristics, work demands, and support mechanisms. Implementing these measures has the potential to foster employee well-being, organizational effectiveness, and sustainable growth within Nigeria.

6.5. Limitations of the Study

Firstly, the study's cross-sectional design restricts the establishment of causal relationships between variables. Longitudinal research would provide a more comprehensive understanding of the temporal dynamics and changes in the variables over time.

Secondly, the data collection process relied heavily on self-report measures, which introduces the potential for common method bias and social desirability bias. Respondents may have provided socially desirable responses or inaccuracies due to recall bias, affecting the accuracy of the reported relationships.

The study's focus on Nigerian universities might limit the generalizability of findings to other industries or cultural contexts. Different organizational cultures, work environments, and societal norms could lead to varying outcomes and interpretations. Additionally, the use of quantitative measures alone may not capture the richness of the participants' experiences. Qualitative research methods could provide deeper insights into the nuances of work stress, work family balance, and work satisfaction, uncovering qualitative factors that quantitative measures might overlook. Sampling bias could also be a limitation, as the study's sample might not fully represent the entire population of Nigerian university employees. Factors such as non-response bias and accessibility to the survey could impact the representativeness of the sample. Furthermore, the study focused on a limited set of variables, neglecting potential confounding variables or mediating factors that could influence the relationships under investigation. Variables like personality traits, coping mechanisms, and organizational culture could play significant roles in shaping the observed relationships.

Finally, the reliance on established psychological theories might overlook unique contextual factors specific to Nigerian universities. Cultural nuances, regional differences, and historical factors could influence the interpretations and practical implications of the findings.

6.6. Suggestions for Further Studies

The current study has advanced our understanding of the intricate dynamics between work stress, work family balance, and work satisfaction in the context of Nigerian universities. However, several avenues for further investigation emerge from the findings, presenting opportunities to deepen our comprehension and generate more comprehensive insights. To begin with, longitudinal studies offer a promising avenue for future research. By examining these relationships over an extended period, researchers can uncover the causal pathways and potential fluctuations in associations as individuals navigate through different life and career stages. This approach would provide a more nuanced understanding of how work stress and work family balance influence work satisfaction over time.

Qualitative investigations present another promising direction. Integrating qualitative methods, such as in-depth interviews or focus groups, alongside quantitative data could yield a richer understanding of participants' experiences and perspectives. This would allow researchers to capture contextual nuances that might not be apparent through quantitative measures alone, contributing to a more holistic portrayal of the interplay between these variables.

Delving into mediating and moderating factors represents an essential next step. Future studies could explore factors such as personality traits, coping mechanisms, social support, and organizational culture to unravel the mechanisms through which work stress and work family balance impact work satisfaction. Identifying these underlying mechanisms could provide valuable insights into intervention strategies.

Comparing findings across industries and cultural contexts could offer valuable insights into the generalizability of the study's results. By investigating whether the relationships observed hold true in different sectors and countries, researchers can gain a more comprehensive understanding of the universality of these phenomena while also uncovering potential cultural or sector-specific variations.

With the rise of technology-mediated work, investigating how remote work and technology impact the relationships under study holds significant relevance. Exploring how technology influences work stress, work family balance, and work satisfaction could uncover novel insights into the evolving nature of work in the modern era.

Finally, cross-validation and replication of the study's findings across different samples and settings would bolster the reliability and generalizability of the conclusions. Replicating the study's framework in diverse contexts would provide a robust foundation for drawing meaningful insights.

In conclusion, while this study has illuminated significant insights, it also paves the way for further exploration. Addressing the suggested areas for future research would not only expand our knowledge but also contribute to the development of practical strategies for managing work stress, enhancing work family balance, and promoting work satisfaction across varied organizational and cultural landscapes.

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APPENDIX

Greetings Sir/Ma,

This questions you are about to respond to are for the purpose of analyzing “The Effects of Work Stress and Work Family Balance on Work Satisfaction; A case study of Nigerian Universities.” Your response to these questions will be highly impactful to this scientific research purpose and your information will be handled with high level of confidentiality.

Thank you for your time and have a productive time.

Kind regards.

Appendix I: Interview Questions:

Questions asked to the Interviewee #1:

Number of years working for this institution: _____ position: _____

Q1/ What does work family balance mean in your institution?

Q2/ Do you have one example that affected your job performance, for example one criteria of work family balance that affected your performance?

Q3/ how human resources department is reacting to your needs and concerns?

And how effective they followed up with solving it?

Q4/ Have you used all your skills and abilities?

Q5/ Are you contributing in making decisions? How do you view contributing employees in making decision process?

Questions asked to the Interviewee #2:

Number of years working for this university: position:

Q1/ how well is the office divided?

Q2 / what are you doing to have a safe and protected work condition?

Q3/ do you have promotion in your institution?

Appendix 2: Research Questionnaire

Subject: Questionnaire about The Impact of Work Family Balance on employees' Job Performance.

The purpose of this questionnaire is to better understand how you feel towards work family balance. To achieve this, you are asked to answer below questions by marking the box or circling the number choice that best represents your opinion. Please answer every question honestly. If you are not certain about a question, please use your best efforts to select the most reasonable answer.

This survey is fully anonymous as no identifying information is required. The collected data from this survey will be used only for academic purpose.

DEMOGRAPHIC INFORMATION

Please indicate your current position:

1 – Top level ☐

Management ☐

☐

2 – Middle level

Management

3 – Non-Management

Please indicate your gender:

Male ☐

Female ☐

What is your age group?

a) Under 25 b) 26 - 35 c) 36 - 45 d) 46 - 55

e) 56 and above

How long have you been working in this university?

a) zero– Two years. c) Two – Five years. d) Five years or more.

Please select the most appropriate number using the following scale when choosing your answer:

0 = Never

1 = Almost Never

2 = Sometimes

3 = Fairly Often

4 = Very often

Work Family Balance

No.	Questions	Answers
Compensation		
1	In my current, job the job pay is fair	4 3 2 1 0
2	In my current job, compensation is always fair	4 3 2 1 0
Safe and healthy working conditions:		
3	My current work environment is healthy	4 3 2 1 0
4	Safety is a high priority for my company	4 3 2 1 0

5	The office atmosphere is workable in terms of temperature	4	3	2	1	0
6	The quality of office furniture provided are adequate for me to perform well	4	3	2	1	0
Opportunity to use and develop human capacities						
7	In my current job I have enough information to get the job done	4	3	2	1	0
8	In my current job I have opportunity to develop my own abilities	4	3	2	1	0
9	My job environment allows me to perform my duties without unnecessary interruption	4	3	2	1	0
10	Technology provided by my company is adequate to perform my duties	4	3	2	1	0
Opportunity to growth and security						
11	My current work environment is motivating	4	3	2	1	0
12	Benefits other than money is always satisfying	4	3	2	1	0
13	In my current job, Training sessions are conducted often	4	3	2	1	0
14	In my current job I am satisfied with the annual raise of my position	4	3	2	1	0
Social Integration						
15	In my current job I am treated equally among my peers	4	3	2	1	0
Constitutionalism						
16	I have personal privacy at work	4	3	2	1	0
17	In my current job I have the right to express my opinion	4	3	2	1	0
18	I am allowed to contribute in decision making process	4	3	2	1	0
Work Family Balance:						
19	I often visit my friends and acquaintances	4	3	2	1	0
20	Because of my work, I have no free time	4	3	2	1	0
21	Because of my work, I neglect my family and friends	4	3	2	1	0
22	I have enough time for my friends	4	3	2	1	0
23	In my free time, I still deal with my work duties	4	3	2	1	0
24	I have enough time for my family (partner, parents, children...)	4	3	2	1	0

	Social relevance of work family balance	
25	The human resource department is reacting appropriately to my needs and concerns	4 3 2 1 0
26	The human resource department has an effective follow up system for any complaints	4 3 2 1 0

Work Stress

No.	Questions	Answers
1	In the last month, how often have you been upset because of something that happened unexpectedly?	4 3 2 1 0
2	In the last month, how often have you felt that you were unable to control the important things in your life?	4 3 2 1 0
3	In the last month, how often have you felt nervous and "work stressed"?	4 3 2 1 0
4	In the last month, how often have you dealt successfully with irritating life hassles?	4 3 2 1 0
5	In the last month, how often have you felt that you were effectively coping with important changes were occurring in your life?	4 3 2 1 0
6	In the last month, how often have you felt confident about your ability to handle your personal problems?	4 3 2 1 0
7	In the last month, how often have you felt that things were going your way?	4 3 2 1 0
8	In the last month, how often have you found that you could not cope with all the things that you had to do?	4 3 2 1 0
9	In the last month, how often have you been able to control irritations in your life?	4 3 2 1 0
10	In the last month, how often have you felt that you were on top of things?	4 3 2 1 0
11	In the last month, how often have you been angered because of things that happened that were outside of your control?	4 3 2 1 0
12	In the last month, how often have you found yourself thinking about things that you have to accomplish?	4 3 2 1 0
13	In the last month, how often have you been able to control the way you spend your time?	4 3 2 1 0
14	In the last month, how often have you felt difficulties were piling up so high that you could not overcome them?	4 3 2 1 0

Work Satisfaction

No.	Questions	Answers
1	how satisfied are you with your job?	4 3 2 1 0
2	how much do you enjoy your work?	4 3 2 1 0

Thank you for filling out this Questionnaire. Your participation in this exercise is greatly appreciated.

