



# Work-Life Conflict and Performance of Female Health Professionals in Federal Teaching Hospitals in the South-East, Nigeria

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## Abstract

The study examined the effect of work-life conflict on female health professionals (doctors and nurses only) in some selected teaching hospitals in the South-East of Nigeria. The problem is that clashes between work, family and other obligations are impacting negatively on the performance of employees in the organizations where they work. The study adopted a descriptive survey design in which a structured survey instrument was designed to reflect the modified five (5) point Likert scale. This was used to elicit information from a sample of 751 respondents carefully estimated from a population of 3911 using Borg and Gall formula. The instrument was tested for validity and reliability, and the reliability coefficient showed that the instrument is 79 percent reliable. The data generated from the study was analyzed through the application of multiple regression based on ordinary least squares (OLS) estimation procedure. The results showed that the model was significant judging from F-Statistic of 31.501 at 0.05 level. Also, regression coefficient of 0.716 shows that 71.6 percent relationship exists between dependent and independent variables. The coefficient of determination 'R<sup>2</sup>' is .620 and it shows that 62 percent of the variation in employee performance can be explained by the independent variables. The results from the test of hypotheses showed that time-based conflict had significant but negative relationship with employee performance in the organization. It shows also that strain-based conflict had significant but negative effect on employee performance in the organization. The test revealed further that behaviour-based conflict had significant but negative effect on employee performance in the organization and finally, the marital status-based conflict was also significant, but with negative effect on performance. The study concluded that work-life conflict consisting of time, strain, behaviour and marital status have serious and identifiable negative consequences on employee performance in an organization. It is recommended among others that employers should endeavour to come up with policy framework that can help employees, especially the female health professionals to manage the conflicts that arise in the course of performing the dual roles of work and family/friends obligations.

**Keywords:** work-life conflict, female health and federal hospitals in South-East, Nigeria

## INTRODUCTION

In the past, employees in the typical public sector work environment would show up at the workplace from Monday through Friday did his or her job on the schedule in the specified number of hours and leave. Nowadays, the situation is no longer possible for a large segment of workers of both private and public sector organizations (Ejike, 2012). As a matter of fact, employees are increasingly complaining that the line between work and non-work time has become somewhat blurred, thereby creating personal conflicts and (Amour, 2002).

The blurring of the line between work and life outside work has been caused by the unprecedented advancement in technology, particularly the information and communication technology (ICT) as well as

the desire of the employers to productivity and output in their organizations. The advent of ICT has made it possible for work to go on beyond the official stipulated hours as it allows employees to do their jobs anywhere they are; at home, in their cars, on the beach, etc. It shows that organizations are asking their employees to put in longer hours to facilitate the achievement of increased output for them. Therefore, employee is increasingly recognizing that work is seriously infringing on their personal lives and they are not happy about it.

Result of some studies in this area has suggested that employees want job that give them flexibility in their work-life conflict (National study of the changing workforce, 2002). There is also sufficient evidence to show that balancing work and life outside work demands, now surpasses job security as an employee priority. Similarly, there has been a growing interest in recent times among college and university students, that attaining a balance between personal life and work is a primary career goal. The implication is that work as well as commitment to family and social life activities is important components of man as a social being. Accordingly, organizations that are interested in helping their employees achieve work life balance may find it increasingly difficult to attract and retain the most capable, competent and motivated employees that they need.

The concept of work-life balance (WLB) – a term coined in America, in 1986 (Lockwood, 2003), has been brought to the fore by the contemporary debate in the most developed Western countries. The issue entailed a special attention from academics, practitioners, businesses, government agencies, trade unions, media and the public opinion (Harxis & Foster, 2008). The interest for the work-life balance became tropical in the early nineties along with the escalation of work demands on employees and with the alteration of contemporary employment which afflicted the leisure sphere (MacInnes, 2006). Sigh (2013) posits that the issue of work-life balance has grown in popularity as it stood for a crucial driver for societal prosperity and fulfillment and growth of every worker and every organization in which they work. This is the reason that the main themes addressed have enhanced the relationship between the work-life balance and the quality of life conditions such as career growth, job satisfaction, work appreciation and competitiveness, work stress and individuals' and organizations' initiatives and policies.

The concept encompasses a satisfactory perspective on living and working on adjusting work patterns so that everyone, regardless of age, race, gender that particularly women can find a rhythm that enables them more easily to combine work and their other responsibilities and aspirations. This approach is consistent with Drew and Daverth's (2009) view that a personal contentment is relevant for work performance and also that personal satisfaction stands for an accruing professional fulfillment.

### **Statement of the Problem**

Employees at every level in an organization face personal or family issues that can interfere with their assigned duties to affect performance on the job. Clashes between work, family and other obligations have serious negative implications for employee job satisfaction and performance in the organization. In the health sector, work intensity is high, given the limited number of available health personnel viz-a-viz the population they are expected to cover. A significant proportion of the workers, particularly women, have difficulties performing family and social obligation due to work demands.

The problem is that there have not been policies that would adequately address the work-life conflict, so that workers can attend to family commitments and social engagements without a reduction in the rate of performance in the organization. Married women especially, have continued to find it difficult balancing work-life conflict as time to fulfill commitments to home, spouse, children, parents and friends are increasingly becoming grossly inadequate due to the demands of work schedule.

Past studies aimed at analyzing the issues involved in work-life conflict have not considered time based conflict, strain based conflict, behavioural based conflict and gender based conflict (Kshirsagar, 2018; Skinner, Elton, Auer and Pocock, 2014; Leovaridis and Vățănescu, 2015; Kadarko, Rokani and Abduldah, 2016 and Mazerolle, Bruening, Casa & Burton, 2008). Similarly, none has been carried out in the public health sector in Nigeria. This gap is what this study intends to fill.

### **Objectives of the Study**

The broad objective of the study is to examine the effect of work-life conflict on the performance of female health professionals in federal teaching hospitals in the South-East States of Nigeria. However, specifically the study examined:

- i. Determine the effect of time-based conflict on employee performance in South East Federal Teaching Hospitals.
- ii. Ascertain the effect of strain-based conflict on employee performance in the South East Federal Teaching Hospitals.
- iii. Evaluate the effect of behaviour-based conflict on employee performance in the South East Federal Teaching Hospitals.
- iv. Examine the effect of gender-based conflict on employee performance in the South East Federal Teaching Hospitals.

### **Hypotheses**

The following null hypotheses were raised to guide the objectives of the study and strengthen the analysis.

- i. Time based conflict has no significant effect on employee performance in the organization.
- ii. Strain based conflict has no significant effect on employee performance in the organization.
- iii. Behaviour based conflict does not have significant effect on employee performance in the organization.
- iv. Gender based conflict does not have significant effect on employee performance in the organization.

## **REVIEW OF RELATED LITERATURE**

### **Conceptual Framework**

Work-life balance is a broad and complex phenomenon, lacking in a universal definition (Maxwell and McDougall, 2004; Greenhaus, Collins and Shaw, 2003). Greenhaus et al (2003) defined work-family balance as the extent to which an individual is equally engaged in and equally satisfied with his/her work role and family role. They were of the opinion that when individuals struggle to maintain and satisfy the demands placed on them by both the work and family domains, an imbalance may occur.

Delina and Raya (2013) define work-life balance as a concept that includes the proper prioritization between work (career and ambition) and lifestyle (health, pleasure, leisure, family). The work-leisure dichotomy was invented in the mid – 1800s. Paul Krassner, and American Journalist, observed that anthropologists define happiness as having as little separation as possible between work and play. Bardoel and Tharenou (2016), note that the expression “work-life balance” was first used in the United Kingdom in the late 1970s to describe the balance between an individual’s work and personal life.

Dixon and Sagas (2007) state that work-life conflict occurs when individuals experience difficulties managing responsibilities in their personal lives due to professional work demands. Their opinion, other sources of work-life conflict include workload, time spent away from home and lack of work schedule flexibility.

On the other hand, performance, in the opinion of Ejjemudo (2014) means output. He notes that the word is derived from the word perform. To Cambell (2009), employee performance is behaviour and it should be distinguished from outcome because it can be contaminated by system factors. However, a more comprehensive view of staff performance is achieved if it is defined as embracing both behaviour and outcomes of employees. This is well articulated by Brumback (2010) when he asserted that performance means both behaviour and results.

### **Theoretical Framework**

The theory upon which this study is anchored is the Expectancy Theory propounded by Victor Vroom in 1964. The choice of the theory was informed by the fact that work-life conflict can be located within organizational behaviour and it is about managing employees performance to achieve optimal result. Therefore, the issues involved in work-life conflict and employees performance can be effectively explained by the framework of the theory. Vroom assumes in his theory that if one thing happens, it will

lead to another and that expectancy in the proposition is the probability that an action or effort will lead to an outcome. Vroom clarifies thus: Where an individual chooses between uncertain outcomes, it seems clear that his behaviour is affected not only by his preferences among these outcomes but also by the degree to which he believes these outcomes to be possible. Expectancy is a momentary belief concerning the likelihood that a particular act will be followed by a particular outcome.

In fact, according to Vroom, the model is based on the assumption that man is a rational being and that he will always try to maximize his pay-off. He will at any time choose the alternative that will give him the most benefit. Hence, according to the theory, motivation to work is strongly determined by an individual's perception that certain type of behaviour will lead to certain type of outcome and his personal preference for that type of outcome (Okeke, 2009).

### **Empirical Review**

Kadarko, Rohani and Abdullah (2016) studied on the impact of work-family conflict on working mothers' career development a review of literature. The study was designed as a content analysis and it was found that work-family conflict consisting of time, strain and behavioural conflicts have negative consequences on working mother's career development. It was concluded that organizations must understand how the problem affect the performance of employees and proffer solution. Also,

Skinner, Elton, Auer and Pocock (2014) carried out a study on understanding and managing work-life interaction across the life courses a qualitative study design with a sample of 105 health professionals. The results show that significant differences in work-life perspectives were also apparent, particularly with regard to work demands and flexibility

Leovaridis and Vătărnănescu (2015) examined the aspects regarding work-life balance of high skilled employees in some Romanian service sector. The study was designed as content analysis. The result showed that work-life balance with respect to the necessity to provide some hours of one's free time in order to finish work duties, the best situation was found in IT & C Sector and R & D Sector where none of the interviewers work in his time and the employees' personal lives were not affected.

Hassan, Khattak, Raza and Inderyas (2014) investigated the effect of work-life conflict on job satisfaction of doctors in Pakistani hospitals. The design was descriptive survey. The result showed that there is a significant negative relationship between work to family interference and job satisfaction.

Zhao, Qu and Ghiselli (2011) analyzed the effect of work to family and family to work in selected firms in China. The design was descriptive survey and the findings indicate that both work to family and family conflict to work experiences, have dimensions that are negatively associated with performance.

Kashirsagar (2018) examined work-life balance of women employees in service sector. The effect on the quality of lives of the employees in academics, banks and other service areas. The design was descriptive survey design. The result indicates that the quality of lives of the female workers in the organizations studied were very poor due to the effect of work-life balance that the face. It was concluded that better management of work-life balance will lead to better quality of life and effective performance in the organization. Rahman and Roomi (2012) conducted a study on gender and work-life balance a phenomenological study of women entrepreneurs in Pakistan. The study was designed as a descriptive survey. The finding indicates that work-life conflict hinders women entrepreneurs from achieving success in Pakistan. It was concluded that gender is a crucial factor in entrepreneurial development in Pakistan.

Noor (2012) carried out a study to determine the effect of work-life conflict on women well-being in the organization where the work and at home. The study was a descriptive design survey. It was found that work-life conflict affects women negatively both in their workplaces and at home. The study concludes that work as well as obligations to family and friends are all important aspects of life hence the organization must design a policy that will give employees, particularly women room to attend to family issues.

### **Gap in Literature**

This study focuses on work-life conflict and its effect on the performance of female health workers in the federal teaching hospitals located in the South-East, Nigeria. The problem is that family issues and obligation to friends are interfering with work and causing poor performance in the place of work. It also

affects negatively the activities in the home front. In the health sector in particular, work intensity is high given the population that the personnel are expected to cover. Therefore, a significant proportion of the workers, particularly women, have difficulties performing family and social obligation due to pressure from work demands.

The gap arises from the fact that past studies designed to evaluate the issues in work-life conflict have not been able to isolate the specific areas of conflict such as time based conflict, behavioural based conflict, strain based conflict and gender based conflicts. Furthermore, none of such studies has been carried out in the public health sector of Nigeria. The need to evaluate the effect of work-life conflict on the performance of women health professionals in their organization with respect to the identified variables are the gaps this study intends to address.

## **METHODOLOGY**

### **Research Design**

The study adopted descriptive survey design because primary data was involved and the result of data analysis would be used to generalize for the entire population of interest. In the opinion of Ikeagwu (1997), studies of this nature use the survey method to look for information on facts attitudes, practices and opinions of the respondents.

### **Population of the Study**

Population of the study consists of the 3,911 female health professionals (doctors and nurses only) identified through a pilot survey commissioned by the researcher. The breakdown of the employees according to their institutions is as follows: University of Nigeria Teaching Hospital Ituku Ozala, Enugu (UNTH) – 951; Nnamdi Azikiwe University Teaching Hospital, Nnewi (NAUTH) – 873; Federal Teaching Hospital Abakaliki (FTHA) – 601; Federal Medical Center Umuahia (FMCU) – 705 and Imo State University Teaching Hospital Orlu (ISUTO) – 781.

### **Sample Size Determination**

The sample size of the study was determined through the application of a statistical formula developed by Borg and Gall in 1973. The estimation procedure is as follows:

$$n = (Z_{\alpha})^2(e)[N]$$

#### **Where:**

- n = Sample size to determined
- N = The entire population of interest
- $Z_{\alpha}$  = Confidence level (1.960 i.e., 95%)
- e = Error margin (0.05)
- $\alpha$  = Significance level (0.05)

Substituting in the formula, we have:

$$n = (1.960)^2(0.05)[3911]$$

$$= 3.8416 \times 195.550$$

$$= 751.22488$$

$$= 751 \text{ (Nearest whole number)}$$

Thus, the sample size for the study is 751 female health professionals (doctors and nurses only).

**Table 1: Population and Sample Distribution**

S/N	Institution	Population	Sample Allocation	Percentage of Total
1.	University of Nigeria Teaching Hospital Enugu	951	183	24.3
2.	Nnamdi Azikiwe University Teaching Hospital Nnewi	873	168	22.3
3.	Federal Teaching Hospital Abakaliki	601	115	15.4
4.	Federal Medical Center Umuahia	705	135	18.0
5.	Imo State University Teaching Hospital Orlu	781	150	20.0
Total		3911	751	100.0

**Source: Field Survey, 2019**

Table 1 shows that proportionate method of allocating sample to the institution was used. As could be seen, UNN with a population 951 got 183 persons representing 24.3 percent of the entire sample while Federal Teaching Hospital Abakaliki with a population of 601 got 115 persons representing 15.4 percent of the entire sample. Thus it was a proportionate allocation method.

**Sampling Technique**

Having determined the size of the sample, systematic sampling design was used to select the units of observation from the respective zones. This method was used in preference to others because of its ability to spread the respondents evenly across the population so that effective generalization can be made with the results.

**Method of Data Collection**

An item structured instrument designed to reflect the Likert scale format of strongly agree, agree, disagree, strongly disagree and undecided, was developed and used by researcher to elicit information from the respondents. The instrument was directly administered to the respondents so that clarifications or explanations may be made where necessary. It also afforded the researcher the opportunity of ascertaining whether the respondents understood the questionnaire items. The method also reduced the volume of non-response which often associates with surveys of this nature. Out of the 751 copies of the questionnaire issued out, 709 were completed and returned, thus showing a response rate of 94.4 percent. This was considered very adequate for the study

**Method of Data Analysis**

The main statistical tool for analyzing the data generated in this study is multiple regression analysis. However, correlational analysis was carried out to determine whether the data would display the issue of multicollinearity or othogonal. Presence of any of the cases means that the data cannot be analyzed through multiple regression otherwise, it will show spurious results. All tests were carried out at 0.05 level of significance.

**Model Specification**

The study is on work-life conflict and the performance of female health professionals in selected teaching hospitals in the South-East, Nigeria. The model for the study is thus specified as follows:

$$\text{Employee Performance} = f(\text{TBC}, \text{SBC}, \text{BBC}, \text{NSBC}) \quad \text{--- (3.1)}$$

Specifying econometrically we have:

$$EP = \alpha_0 + \alpha_1 \text{TBC} + \alpha_2 \text{SBC} + \alpha_3 \text{BBC} + \alpha_4 \text{MSBC} + \mu_t \quad \text{--- (3.2)}$$

Where:

- EP = Employee performance
- TBC = Time base conflict
- SBC = Strain based conflict
- BBC = Behaviour based conflict

MSBC = Marital status based conflict

$\alpha_{10}$  = the intercept

$\mu_t$  = Error term

The expected signs of the coefficients *a priori* are:

$\alpha_1 < 0, \alpha_2 < 0, \alpha_3 < 0$  and  $\alpha_4 < 0$

or

$\alpha_{is} < 0$

In the above specification, employee performance is the dependent variable while time base conflict, strain based conflict, behaviour based conflict and marital status based conflict are independent variables which are supposed to predict employee performance in an organization.

### DATA PRESENTATION AND ANALYSIS

All the data generated in this study were analyzed in this section through the application of appropriate statistical tools of Pearson correlation coefficient and ordinary least squares (OLS) multiple regression analysis.

#### Correlation Analysis

Here, attempt was made to find the degree of relationships that exists between and among variables for the purposes of determining whether the data harbours multicollinearity or othogonal relationships.

**Table 2:** Correlation Matrix

		Employee Performance	Time Based Conflict	Strain Based Conflict	Behaviour Based Conflict	Marital Status Based Conflict
Employee performance	Pearson Correlation	1	-.812**	-.516**	-.708**	-.449**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	709	709	709	709	709
Time Based Conflict	Pearson Correlation	.812**	1	.485**	.656**	.481**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	709	709	709	709	709
Strain Based Conflict	Pearson Correlation	.516**	.485**	1	.519*	.171**
	Sig. (2-tailed)	.000	.000		.000	.017
	N	709	709	709	709	709
Behaviour Based Conflict	Pearson Correlation	.708**	.656**	.519**	1	.609**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	709	709	709	709	709
Marital Status Based Conflict	Pearson Correlation	.449**	.481**	.171**	.609**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	709	709	709	709	709

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

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

Table 4.1 shows the correlation matrix of employee performance (EP), time based conflict (TBC), strain based conflict (SBC), behaviour based conflict (BBC) and marriage based conflict (MSBC). The analysis shows also that there are negative and positive relationships between and among the variables. For instance, employee performance is negatively related to all the predictor variables while the predictor variables are positively related to one another at different degrees.

**Table 3: Model Summary for the ANOVA ANOVA<sup>b</sup>**

Source of Variation	Sum of Squares	of Df	Mean Square	F-ratio	Sig.
Regression	248.611	4	62.153	31.501	.000 <sup>a</sup>
Residual	168.465	95	1.973		
Total	417.076	99			

a. Predictor: (constant), time based conflict, strain based conflict, behaviour based conflict and marital status based conflict.

b. Dependent variable: Employee performance.

Table 4 shows that F-Statistic is 31.501 and it is significant because the probability level is 0.000 which is less than 0.05 that is,  $P \leq 0.05$ . The implication of it is that overall, regression model is statistically significant, valid and fit for any predictive purposes.

**Table 5: Summary of Regression Results**

Model	R	R.Square	Adjusted R-Square	Standard Error of the Estimate
I	0.716	0.619	0.625	0.608

a. Predictor: (constant), time based conflict, strain based conflict, behaviour based conflict and marital status based conflict.

From Table 5, the regression coefficient 'R' shows that about 71.6 percent relationship exists between the dependent and independent variables. Also, the coefficient of determination represented by 'R<sup>2</sup>', shows that about 62 percent of the variation in employee performance can be accounted for by the independent variables.

**Table 6: Coefficients of the Predictor Variables**

Model	UnStandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	-165	.207	-	-.714	.357
Time Based Conflict	.628	.045	-.675	-10.371	.000
Strain Based Conflict	.175	0.56	-.527	-3.463	.000
Behaviour Based Conflict	.168	.051	-.492	-2.086	.013
Marital Status Based Conflict	.552	.072	-.756	-2.864	.032

a. Dependent Variable: Employee Performance

### Interpretation of Regression Coefficients

In this section, we interpreted the regression coefficients and other results as follows:

As could be seen from Table 6 the values of the regression coefficients show their relative weights in predicting employee performance. For instance, the coefficient of time based conflict represented by  $\alpha_1$  is -.675. It shows that a unit increase in time based conflict will reduce employee performance in the organization by 6.6 percent when other variables in model are held constant. Also, the t-value of -10.371 is significant at the probability level of 0.000. Consequently, the null hypothesis which says that time based conflict has no significant effect on employee performance was rejected while the alternative was accepted at 0.06 level of significance. In the same vein, the coefficient of strain based conflict represented

by  $\alpha_2$  is  $-.527$ . Thus showing that a unit increase in strain based conflict will reduce employee performance in the organization by 5.3 percent when other variables in the model are held constant. The t-value of  $-3.463$  shows that the coefficient is significant at 0.05 level of significance. Therefore, the null hypothesis which says strain based conflict has no significant effect on employee performance was rejected while the alternative which suggests otherwise was accepted.

Similarly, the coefficient of behaviour based conflict is represented by  $\alpha_3$  and its value is  $-.492$  showing that a unit increase in behaviour based conflict will decrease employee performance by 4.9 percent when other variable in the model are held constant. The t-statistic of  $-2.086$  shows that the coefficient is significant at 0.05 level of significance. Consequently, the null hypothesis which states that behaviour based conflict has no significant effect on employee performance was rejected while the alternative which states otherwise was accepted. In a similar vein, the coefficient of marital status based conflict represented by  $\alpha_4$  is  $-.756$  and it means that a unit increase in marital status based conflict will decrease the performance of the employee by 7.6 percent when other variables in the model are not allowed to vary. The t-Statistic of  $-2.864$  shows that the coefficient is significant at 5 percent level. The implication is that the null hypothesis which states that marital status based conflict has no effect on employee performance would be rejected while the alternative which states that effect is harmful was accepted.

**Table 7:** Multicollinearity Diagnostic Test

**Collinearity Statistics**

Variables	Tolerance	VIF
(Constant)		
Time base conflict	.434	2.468
Strain base conflict	.809	1.229
Behaviour based conflict	.487	2.056
Marital status based conflict	.786	1.267

The above table shows the multicollinearity statistics. The tolerance values less than 0.20 or 0.10 indicates there is multicollinearity problem in the data (O'Brien and Robert, 2007). In the above table, the tolerance values of all independent variables (IV's) are: .434, .809, .487 and .786 which shows that the tolerance level is moderate and good. The reciprocal of the tolerance is known as the Variance Inflation Factor (VIF). The VIF of 5 or 10 and above indicates there is multicollinearity problem in the data (O'Brien, 2007). In the above table, VIF values of (I.V's) are: 2.468, 1.229, 2.056 and 1.267 thus showing presence of multicollinearity problem in the data.

**DISCUSSION OF RESEARCH FINDINGS**

The discussion in this section is based on the results of the test of hypothesis. The result of the first test of hypothesis shows that significant but negative relationship exists between time based conflict and employee performance in the organization. The implication of the result is that work suffers at the expense of the time being allocated to other obligations outside work. But a balance could be worked out to proportionately allocate time to each role based on its merit. The study result shows that it is only the employer that can design and implement such a policy which is believed to harbor the capacity to enhance employee performance in the organization.

The result of the second test of hypothesis shows also that significant but negative relationship exists between strain based conflict and employee performance in the organization. This is because there is no involvement balance. The involvement balance also refers to equal levels of psychological involvement in both work and family roles. All this are happening because both working environment in relation to working time and accessibility to work as well as content of work have also transformed. It has become necessary for employees to be adaptable, multi-skilled and having ability to work to intensive deadlines. This assertion agrees substantially with Eurofound (2005) when they stressed the need to improve the working and living conditions of employees. An employee experiencing strain conflict is less likely to participate or take initiatives and work can spill over into family domain and vice verser thereby making the employee less productive both at home and in the workplace.

The result of the third test of hypothesis shows that significant but negative relationship exists between behaviour –based conflict and employee performance. It could lead to depressed mood and this can affect employees zeal and motivation to engage in anything innovative which can be of immense benefit to the organization. Such depressed mood positions can put an employee in the least likely mood of pursuing professional growth and development. Therefore, behavioural conflict is a serious predicament with strong potential of negatively affecting employees as well as the employers. Beauregard et al (2009) have also identified the behavioural outcomes result from work-family conflict to include reduced work effort, reduced performance and increased absenteeism and turnover.

The result of the fourth test of hypothesis shows that significant but negative relationship exists between marriage based conflict and employee performance in the organization. For example, after having a long or bad day at work, a mother may return back home all agitated, moody and very unfriendly lashing out on children and spouse; or a mother had a bad morning at home with kids and as such becomes frustrated and go to work with an attitude creating unfriendly work environment for her colleagues and subordinates. Apparently, married female employees have more than double roles and that is why its devastating effects recorded the highest negative coefficient in our model.

### **Summary of Findings**

The study explored the effect of work-life conflict on female health professionals (doctors and nurses only) in teaching hospitals in the South-East, Nigeria. A sample of 751 was estimated from a population 3911 employees of these categories of health professionals across the states in the South-East, Nigeria. From the estimation of a model through the application of multiple regression analysis, some parameters were estimated. The F-Statistic of 31.501 shows that the model is significant at 0.05 level, that is,  $P \leq 0.05$ . Thus, showing that overall, regression model is statistically significant, valid and fit for any predictive purposes. The regression coefficient 'R' shows that about 71.6 percent relationship exists between the dependent and independent variables. Similarly, the coefficient of determination represented by 'R<sup>2</sup>' shows that about 62 percent of the variation in employee performance can be explained by the model. More specifically, the results can be summarized as follows:

1. Time based conflict has significant but negative relationship with the dependent variable (employee performance).
2. Strain-based conflict has significant but negative relationship with employee performance in the organization.
3. Behaviour-based conflict has significant but negative relationship with employee performance in the organization.
4. Gender -based conflict (conflicts that arise as a result of a female worker being a mother or married); has significant but negative relationship with employee performance in the organization.

### **CONCLUSION**

Women are primarily care-takers of children and home front at large. For this reason, they are confronted with the challenges of balancing the role of home keeper /motherhood as well as that of an employee which generated the idiom known as work-family conflict. The findings revealed that work-life conflict consisting of time, strain, behaviour and particularly marital status conflicts have negative consequences on the performance of female health professionals in their respective organizations. It also affects the home front obligations and that of friends and acquaintances negatively. Self-efforts at balancing the situation have led to varying degrees of health conditions for the employees.

### **RECOMMENDATIONS**

From the discussions that have taken place in this study, it could be seen that work-life conflict has posed some serious challenges to both the employer and the employees. There is need to design a policy that can accommodate life outside work so that both roles can go on simultaneously without a drop in any. More specifically, the organizational employment policy will ensure that: The issue of time-based conflict is

reduced to give employee time to attend to other obligations outside work. The strain-based conflict is reduced to do away with the fatigues, tiredness, tension, anxiety, depression, etc, that comes with it. The issue of behavioural-based conflict is handled in a manner that satisfaction can be attained both at work and in the family to elicit the atmosphere necessary for improved performance. Working mothers/women of child-bearing age whose dual responsibilities are apparent do not suffer unduly as a result of their dual roles as career women and mothers as well as wives.

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