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Work-to-family conflict, family satisfaction and engagement nexus: insights from millennial managers

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Abstract

Purpose

Millennials' perception of work, personal and family life is different from other generations. Building on studies on workforce generations, this paper aims to uncover not only the effect of

work-to-family conflict (WFC) and family satisfaction (FS) on millennial managers engagement but also the moderating effect of (gender and marital status) in predicting engagement.

Design/methodology/approach

This paper used a survey to collect data from managers of selected companies in Nigeria. In total, 127 questionnaires were analysed using the partial least square structural equation modelling method.

Findings

Results reveal that the relationship between WFC, FS and millennial managers' engagement is direct and significant. Besides, the effect of WFC on engagement is stronger in men and for married. The effect of FS on engagement is greater for women than men and for married.

Practical implications

This study informs the research community as well as practitioners and affirms the importance of supportive work-to-family life and FS in fostering millennial managers' engagement with their organisations.

Originality/value

This study is among the initial attempts to evaluate the impact of WFC and FS on engagement among millennial managers, especially in Africa, Nigeria in particular. The results identify millennial managers' unique perspectives towards engagement and how gender and marital status may enhance engagement. With millennials fast attaining leadership roles, such knowledge is important.

Keywords

- Family satisfaction
- Work-to-family conflict
- Engagement
- Millennial manager
- Gender

- Nigeria

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