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**IMPACT OF EMPLOYEE FAMILY-FRIENDLY
SUPPORTIVENESS ON WORK PERFORMANCE OF
EMPLOYEES IN ORGANIZATIONS.**

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Abstract

The Study investigated impact of Employee Family - friendly supportiveness on work performance of Employees in organizations.860 participants drawn from services, manufacturing and distributive organizations made up sample for the study. Instruments used to collect data from the study included the Family-friendly Support Inventory (FFSI) and Work Performance Rating Scale1 and 2 (WPRS 1 and WPRS 2) One way ANOVA was used to analyze data at 0.05 level of significance. Findings revealed that there is no significant difference between the work performance of single and married workers who benefited from family-friendly support services ($F_{(1,842)} = .01, p>.05$). Findings further revealed that there is no significant difference between work performance of married workers having long or short years working experience who benefited from FFSS ($F_{(1,796)} = 3.4; p>.05$).

Introduction

Balancing work and family roles is an on going process that poses daily challenge to employees-with-families. While seeking to perform maximally at work and in the family, employees in dual career families as well as single parented families are prone to stress stemming from inter-role conflict. Added to this picture is conflict resulting from characteristic slow response of employers to workers demands and needs of basic 'conveniences' of life. (The Nigerian society is particularly noted for having acquired the unenviable reputation of being very slow in meeting her workers demands.Dike, 2007). Ironically, organizations that are striving to initiate family-friendly policies, providing some form of assistance or the other on care giving responsibilities/ challenges of their employees, relieving them of inter role conflict

and stress of work and family, motivate them on work focus and performance. By reason of such motivation and invariably, boosting of morale, such organizations perform at par with their contemporaries elsewhere around the globe in an era of globalization and stiff competitiveness.

Countless studies have confirmed the importance of family responsibilities in raising the stress level with which individuals have to contend. This is particularly true in families in which both parents work, as well as in single-parent families. ([File:///A/what is workplace stress.htm](#) 2001). Studies bothering on the challenges that employees face in their bid to combine work and family role include those of Salami, 2005; Odejide, 2003; Hassan, 2003; Thomas and Ganster, 1995. They border on Work Life balance, Work/Family Conflict, Organizational Conflict, and employees health. Results of such studies continue to provoke further research on Work Family balance and Work Performance issues which the present study is about.

Dual career families are a variation of the nuclear family in which both spouses pursue a lifelong career, relatively uninterrupted, and also establish and develop a family life that often includes children (Gilbert 1992). The uniqueness of the dual-career lifestyle comes partly from the assumption that the husband and wife both engage in occupational and family work and that they share home and paid work roles in a relatively egalitarian manner (Gilbert, 1992). This, in particular, is more relevant where compatibility of occupation and family systems is assumed.

A dual-career couple, along with their family, experience stress as they seek to combine work and assigned family roles. Employees, heads of singly parented families, are not left out in the 'duel' that seems to engulf the workers-with-family responsibility. Divorced, separated, widowed or out right single, single-headed households heads, formally viewed extremely negatively by structural functionalist sociologists, who felt that the nuclear family was the only household ideally suited to urban-economic development (Wilson, 1985), have come to stay. Workers in such families can no longer be ignored; neither can the care giving responsibilities they bear, like their dual career counterparts, if society's families must produce 'wholesome' children and citizens. This study addressed the Nigerian dual-career household living together as parents, children, dependants and single-parented household which is often occasioned by death

of spouse, divorce or borne outside of wedlock with children and dependants, headed by working class woman- mother or foster mother.

Generally, role conflict and day-to-day stress associated with parenting are lowest when: employers of both spouses have benefit policies that are family- responsive; one spouse feels he or she will not have to do all the accommodating;

Husbands make a commitment to involve themselves in parenting; traditional ideas that a child should be reared full-time by the mother are redefined by the spouses; and suitable child care is located (Barnett &Baruch., 1987; Gilbert, 1985, 1988).

Many organizations are beginning to institute "family friendly" personnel policies* in order to reduce stress associated with dual careers, child care and elder care, single parenting and its related burdens. The focus of such policies is child, and elder care, parental leverage on stress resulting from work family conflicts, aimed at work focus and performance. Such policies are also instituted and executed to boost employee morale and self worth. Family friendly support services are initiatives that are family sensitive, friendly and supportive, alleviating work-family burdens and assisting men and women-in-families cope well in their family roles that affect their coping in work organizational roles. FFSS are aimed at work performance focus and family adjustment, so as to generate commitment to work (Evbuoma, 2005). Examples of FFSS include child and elder day-care services, schooling facilities for staff children in organization, crèches, breast-feeding centers, and flexible working (Evbuoma, 2005).

Like others, employees who are couple in dual-career families and single parents, become members of organizations to satisfy personal goals, which they cannot achieve alone. They are expected to make contributions such as time, talent, effort, and money to organization, hence an exchange relationship results between the individual and work organization resulting in relationship of mutual benefit.

Dual career employees-in-families as well as single employees direct the needs they seek to satisfy working in the organization, towards goals.(humans are goal driven as goals are ways of satisfying needs which are within.) It is therefore not surprising that basic needs such as physiological, safety or belongingness needs; or higher order needs such as self-esteem,

self – actualization, achievement needs, or need for power are motivations form individuals' personal objectives for working in organization. Long and short term goals, in addition which motivate employees to join organizations, are targeted to meet these needs.

Again central to the work life of the employee-in-the-family is his or her work/family balance. Needs which such a worker faces in the family have a direct impact on his emotional and psychological balance, work focus and work performance. These are capable of impacting work performance positively, if addressed. Supportiveness of families by organization can motivate employees-in-families to perform better in work organization. Needs that workers' families have include work-place facility for schooling of employees' children (nursery, day care inclusive); organization's own health care service to cater for employees' family health needs; close zoning of residential and business activities for female employees' effectiveness at work; organization's recreational facility which employees' families can access easily and belongingly; shopping facilities for employees' families met by organization through provision and close zoning; and balancing work and family through other ideas which organizations allow employees to come up with by way of suggestions from them (Evbuoma, 2005).

When organizations embed those goals created by such needs into company/organization's own goals/policies, as well as execute the policies, it makes for a healthy exchange relationship between individual and work organization. By so doing, employees are motivated, work focus is ensured, and work performance becomes easy. Gilbert (1992) cites Betz and Fitzgerald (1987) are quoted as saying that current norms not only assume that single and married women and men will work but also consider work as an important component of women's identity. Role-sharing dual-career family is characterized by both spouses being actively involved in both household duties and parenting. One area receiving considerable attention by researchers is how partners handle home and work roles and, more particularly, the degree of men's involvement in family work (Crouter, Perry-Jenkins, Houston & Mcttale, 1987). This is one major source of stress.

One fact of life in contemporary society which has increased stress stemming from the inter-role conflict between being a member of one's family and that of an organization is the

increase in the number of homes in which the women work side by side with their husbands. The other fact is that the number of single parent families (female-headed) lead to a number of stressors around child care-stressors finding adequate day-care and disputes between partners about child care responsibilities. Marital status was controlled in a study that looked into support services that were family friendly, in relation to improved work balance. (Data are from 1996 International Business Machine (IBM) work and life issues survey in the United States (n = 6.451)). Results indicated that support services were beneficial to both individuals and to businesses (Hill, Hawkins, Ferris and Weitzman, 2001).

The emotional support many men provide for their spouses and their level of involvement in family work does reflect their ideal in advocacy of equality. In families in which wives are employed full time, their marital satisfaction is highly associated with husbands' involvement in family work and husbands' support for the wives employment (Barnett &Baruch 1987).

Basically, in policy, forms of employee family-friendly supportiveness discussed in this study, manifests in form of family-friendly support services existing in and out of organization in this part of the world. Such have semblance to those in other parts of the globe, with some variations. However, mode of execution of employee family supportiveness varies from place to place as per how they are run by organization.

Family-friendly Support services are Initiatives that are family - sensitive, friendly and supportive, alleviating work-family burdens and assisting employees-in-families cope well in their family roles that affect their coping in work organizational roles. FFSS are aimed at work performance focus and family adjustment, so as to generate commitment to work. Evbuoma (2007). Examples of FFSS include child and elder day-care services, schooling facilities for staff children in organization, crèches, breast-feeding centers, and flexible working. Evbuoma. (2007)

For instance, Oyo State Day-care and Breast-feeding centre, located close to the Oyo State Government Secretariat, manned by the Department of Child Welfare, supports employees who are nursing mothers from organizations clustered around it, by affording them the opportunity of alternative caregivers handling their babies [as early as few weeks old] while at work. Employee mothers breast-feed their babies at required intervals

and return to work after the intervals required till close of work. (Maternal-infant relationship which is generated through breastfeeding stimulates the development of psychomotor in the infant). Toddlers are kept with skilled caretakers from 7.30a.m until close of work. The initiative is designed to permit babies/toddlers receive adequate care while mothers focus at work. A child Right Act has been passed into law in the house of Assembly in Oyo State which will compel all local governments to own a structured day-care/breast-feeding centre, the type described above. Up until 2005 fifty non-government owned day-care facilities were registered with the child welfare department. These were monitored by the department.

Similarly, family friendly initiatives, for workers in the family dates back to 1984, when Faith A Wohl led many of Du Pont's early initiatives and now oversees day-care and telecommuting efforts for the U.S. General Services Administration. Presented by an influx of women into the work force, DuPont, AT & T, IBM, and a few other large employers began grappling with the need for quality day care. Employers travelled that road before when women took over American factories during World War II.

Big organizations in Nigeria have in-house staff schools, crèches, health-care services, shopping and recreational facilities. Such organizations are federal-owned institutions, such as Universities and their teaching hospitals; the International Institute for Tropical Agriculture (I.I.T.A), the Nigeria National Petroleum Corporation (NNPC) and federal-owned steel companies, to mention a few in Nigeria. Men and women who work in these organization can be much more focused at work than those in other organizations because most of 'co-curricular' activity facilities that would come very handy are present in the work environment, leaving them with fewer hassles or non at all, but their work organization focus (Evbuoma,2005).

The origin of family support initiatives in a work organization like the University of Ibadan date back to the period when expatriate members of the University communities needed to create a work environment suitable for work-family balance. Structured family friendly initiatives which expatriate members of the University needed included school for the children of the staff, in-house shopping facilities closely zoned to residential and work areas, health care and sports facilities. These enhanced organizational work performance. Many work organizations, on

the contrary, leave families to fashion out how to cope with 'extra-organizational' commitment yet with compulsory expectation of these to perform and be focused in work organization without fashioning out what they can do to ameliorate their lot.

In addition care of the senior dependants, who are society's senior citizens, and members of the family of the workers-with-family cannot be overlooked. (On elder daycare, the department of Social Welfare Development, Secretariat Ibadan proposes an elder daycare facility, patterned after a model found in Israel. Scanty evidence exists of such structured forms of employee family supportiveness. Policy makers in states in Nigeria should get interested in it).

Employers discovered workers such as Kevin Murphy, a 48-year-old planner in Du Pont's floor products division in Wilmington, Del. In 1992, Murphy's 86 year old aunt had a stroke that left her unable to care for herself. Through Du Pont's assistance, Murphy placed Boyle (his aunt) in a nursing home after it took him two months to find one. He worked half-days throughout that time and his supervisor consented to an arrangement to work a flexible shift that typically starts at 6.30a.m. That allows him to visit his aunt as she rises, put in a full day, then return to the nursing home to feed her dinner and put her to bed.

Du. Pont's return on such flexibility turned out to be commitment "I feel like I owe them something back", Murphy says. Evidence is mounting that such loyalty has a tangible effect on profitability. Susan J. Lambert, Associate Professor, University of Chicago, found that workers at Fel-Piro Inc., a private automotive gasket manufacturer in Skokie III, who took advantage of family-friendly programs, were more likely to participate in team problem-solving, and nearly twice as likely to suggest product or process improvements.

Business Week (1997) reports that "The titles "work/life coordinator" and "director of diversity" have entered the bureaucratic lexicon; the ranks of consultants in the field have mushroomed. At the political conventions in August, family-friendliness was all rage". Report from electronic information continues:

"...in other words, executives deny at their own risk that the two-income family is a fact of life. So, Business Week, together with the center on Work and Family at Boston University has embarked on

a new initiative to rate companies on their family-friendly strategies. The nearly year-long study's goal is to identify employers' best practices by asking both companies and employees to describe their work-family balancing acts".

Tennessee, a mid-size regional bank which won the highest overall grades has won attention for its progressive work-family response. It offers luxurious benefits such as on-site child care or vouchers, job-sharing, and fitness centres. It also demonstrates an intelligent strategic view of the problem. It argues that work and family are no discrete phenomena but they necessarily touch one another often profoundly. The solution, then, the report has it, is to build consideration of family issues into job design, work processes and organizations' structures just as one would consider marketing concerns, say, or engineering input.

Report from electronic information on BUSINESS WEEK's site show that in the Alcoa account reconciling department of First Tennessee National Corporation (a bank), Constance E. Wimbley and her seven co-workers determine work-family balance for themselves. "Freed from attendance guidelines, the clerks adjust their schedules to match the work ... and their lives. 'We're all grown adults - it makes me feel good about working here' ". When she works overtime, Wimbley's team members let her 4-year-old daughter, Chelsie, wait in the office while they finish. Another clerical group opted to work fewer hours in the middle of each month to balance the overtime they put in when month-end account statement went in the mail. Turnaround time on statements was cut in half.

The premise of First Tennessee and that of other leaders in the BUSINESS WEEK ranking - is that family concerns affect business results. Yet, this thinking, while simple, escapes many companies. Typically, executives view work-family initiatives as inexpensive, politically correct gestures, easy accommodations to workers who otherwise have been slammed by stagnant wages, benefit cuts and layoffs. Managers fail to buy in, and workers fear torpedoing their careers by appearing less than completely committed to their jobs. (<http://www.businessweek.com/1996>).

Research results initially focused on comparisons of children reared in traditional and dual wage. The results indicated that children are not at added risk if they receive day care instead

of parental care for some portion of the day, (Hoffman, 1989 ; Scarr et al, 1989). Both boys and girls, for example, appear to develop less stereotypic sex roles in day-care, and boys from blue-collar families may obtain higher scores on measures of cognitive development and socio- emotional adjustment (Hoffman, 1989).

Aetna Life and Casualty Co. halved the rate of resignation among new mothers by extending its unpaid parental leave to six months, saving \$million a year in hiring and training expenses. (Business Week, 1997). The Family and Work Institute discovered that a raft of family programs introduced en masse at Johnson and Johnson in 1992 reduced the number of days absent among all workers. A broader study in 1993 showed that the institute determined that workers with access to flexible time and leave were more likely to remain with their employers, assuring them of the employees' commitment to organization.

On organizational commitment and morale, the numbers in the 1993 broader study are swaying some top executives who say "The impact we're having on morale and our ability to attract and retain the people we want is clearly going to give us an economic pay back" - Eli Lilly, CEO, Randall L. Tobias. "Personal experience is moving others to act." After Lewis E. Platt became CEO, Hewlett - Packard Co's embrace of family friendliness became firm. Platt's first wife died of cancer 11 years earlier, leaving him with two young daughters. GTE's senior vice-president for human resources, J. Randall MacDonald's wife, had to care for an elderly relative - trying to rush his daughter off to school; he was informed it was a holiday. MacDonald ended up taking her daughter along to a business meeting in Boston.

Such programmes work when managers let them. Rated an "outstanding" performer by superiors, Lisa Latno, nonetheless, was ready to quit her job in Unum Corp's police-adjustment department seven years ago after a supervisor turned down her request to work 10 fewer hours a week; commuting three hours daily, raising a 2-year-old son.

There is every reason to believe that women are particularly victimized by stress due to work-family conflict, according to Johns (1996), who stresses that much anecdotal evidence suggests that women who take time off work to deal with pressing family matters are more likely than men to be labeled disloyal and undedicated to their work. Compounding the potential for stress is the fact that many managers seem to be insensitive to the demands that resulting basic demographic

shifts are making on their subordinates.

Findings in a study by Eaton (2000) linking family-responsive workplace policies to organizational self-reported performance, showed that in the relationship between workplace supportive policies, and employee performance, years of service is negative and marginally significant. Rather, whether workplace policies were formal, informal, or perceived usable were associated with high level of productivity.

Methodology

Participants –Sample and sampling Method.

Deriving from a larger study which borders on Influence of Women as well as Family friendly Support Services on Work performance of employees in work organizations carried out by the researcher, a population sample size of eight hundred and sixty (860) participants were selected from manufacturing distributive and services organization. The design adopted for this study is an ex-post facto descriptive survey design. Strata of work organizations from which random selection was made included banks, state and federal universities, tertiary institutions, hospitals, secondary schools, state ministries and oil companies. Manufacturing organizations included U.A.C foods, Unilever Nigeria PLC and Nigeria Breweries. Distributive organizations included Medicomat Nig Ltd, Simbabe boutique, 7UP Nigeria Bottling Company, Duro Waters, Agip Oil Company, and Mobil Oil Company. Stratified random sampling used in selecting participants resulted in 30 instruments being administered to prospective participants in each of the 30 organizations in the first instance; again, 10 instruments were administered to prospective participants in each of another 52 organizations. Collectively, 1,420 instruments were administered to prospective participants from 82 work organizations.

However, a total of 860 copies of the instruments retrieved in all the three states, brought the sample size to 860-participant – sample size and the mortality attrition 38.6%.

Instrumentation

The instruments used in this study was Family-Friendly Support Inventory (FFSI) and Work Performance Rating Scale 1 and 2 (WPRS 1 & 2). These instruments were used to measure the impact of family-friendly support services on work performance of

employees. The Family friendly Support Inventory designed by the researcher was used to tease out information on support services available to participants in their workplaces. The FFSI, is made up of fifteen (15) items, laid on a likert scale with four response options ranging from Strongly Agree (A = 4) to Strongly Disagree (SD = 1). An example of an item on this scale is " My children attend a nursery school located in the organization, provide for employees' children". The FFSI has an internal consistency reliability coefficient of 0.53. The FFSI was validated after scrutiny by a test development expert. The WPRS, originally designed as Teacher's Performance Rating Scale (TPRS) by Okhawere (1998) but adapted by the researcher to meet the need of this study as WPRS 1.

Participants in the study were rated by workplace supervisors with regard to work performance using this instrument. Work aspects assessed by supervising officers/superiors included "enthusiasm," "organization", "foresight", "reliability under pressure", "punctuality and regularity", "efficiency", "application of professional knowledge", "expression on paper", "oral expression", "resourcefulness", "emotionality", "acceptance of responsibility", "relations with the public and with colleagues", and "judgement and effectiveness".

The WPRS I is designed on a likert scale with four response options; "Excellent performance = 4, good performance = 3, Fair performance = 2, Poor performance = 1". Content validity of the instrument was established, being correlated with scores from an appraisal form called Behaviours and devised by Pitts (1995) and a correlation co-efficient, $r = .70$ was obtained with samples from a study by Salami and Aleshinloye (2004).

Internal consistency test reliability was found to be 0.7 after the TPRS scale was administered by Okhawere (1998) on teachers, using this instrument in a pilot study at the College of Education. The researcher, after modifying the instrument to meet the need of the present study in work organization, found an internal consistency reliability coefficient to be 0.92, using the Flanagan formula to calculate the same. The scale has been administered on fifty workers in work organizations in Ibadan. They included university lecturers, school teachers, nurses and hospital workers.

The Work Performance Rating Scale 2 (WPRS 2), designed by the researcher, has items covering areas reviewed in the literature on this study. This instrument consists of eighteen (18)

items on 'Self - Rating of Performance of participants' in organization relevant to aspects of "communication", "information", "participation", "task understanding", "skills level", "aptitude" as well as "motivation to perform". The WPRS is laid out on a likert scale with four response options, ranging from Strongly Agree (SA = 4) to Strongly Disagree (SD = 1). The Flanagan formula was used by the researcher in finding internal consistency reliability. This was done following a pilot study that the researcher conducted, administering the scale on fifty workers across organizations. The internal consistency reliability was found to be 0.67. The WPRS2 was validated after scrutiny by a test development expert.

Results

Data was subjected to analyses using the statistical packages for the social sciences (SPSS), version no.6. Descriptive statistics on work performance of participants derived from statistical computation after data analyses is shown in Table 1 and 2.

Table 1. Analysis of variance on work performance of single and married beneficiaries of Family friendly support services (FFSS)

Source of Variation	Sum of Squares	Df	Mean Squares	F	Sig of F	Remark
Main Effect	4394.483	2	217.242	23.109	.000	S
Marital status	.985	1	.985	.010	.919	NS
Family friendly	4393.498	1	4393.498	46.207	.000	S
2-way Interactions	.199	1	.199	.002	.964	NS
Marital Status X Family friendly	.199	1	.199	.002	.964	NS
Explained	4394.682	3	1464.894	15.406	.000	S
Residual	80060.080	842	95.083			
Total	84454.761	845	99.946			

*NS - Not significant at .05 level of significance. *S - significant at .05 level of significance.

The results in Table 1 indicate that there is no significant impact of marital status on the work performance of workers benefiting from family friendly support services. That is, there is no significant difference between the work performance of single and married workers who benefited from family-friendly support services ($F_{(1,842)} = .01, p > .05$). It is concluded, therefore, that work

performance of single and married female employees does not differ significantly.

Table 2. Analysis of variance on work performance of married beneficiaries of FFSS by long and short work experience

Source of Variation	Sum of squares	Df	Mean square	F	Sig of F	Remarks
Main Effects	393.463	3	196.731	1.988	.138	NS
Work Experience	340.033	1	340.033	3.437	.064	NS
Marital status	53.429	1	53.429	.540	.453	NS
Explained	420.757	3	140.252	1.418	.236	NS
Residual	78758.743	796		98.943		
Total	79179.500	799		99.098		

*NS - Not significant at 0.05 level of significance.

*S - Significant at 0.05 level of significance.

The result on table 2 indicates that there is no significant difference between work performance of married workers having long or short years working experience who benefited from FFSS ($F_{(1,796)} = 3.4; p > .05$). The main effects of FFSS and work experience is $F_{(3,796)} = 1.9 p < .05$). However, the effect of work experience on work performance is tested is not significant at 0.05 level ($F_{(1,798)} = 3.4; p > .05$). This shows that work experience has no significant influence on the work performance of workers who benefited from FFSS. Thus, it is concluded that, there is no significant difference between work performance of workers having long and short years work experience who benefit from FFSS.

Discussion

With reference to table 1, there is no significant difference between work performance of single and that of married workers benefiting from FFSS. Results revealed that there is no significant difference between work performance of single and that of married beneficiaries of FFSS. This is to say that single and married workers who benefit from FFSS performed similarly at work. This finding is in contrast to the findings by Thomas and Ganster (1995), who cited Bohlen and Viveros-Long (1981) in addition, on family-friendly support services, which also addressed the needs of single, childless adults, noting that meeting needs of such childless single adults is easier than those of complex demands

of working parents. They noted that the simpler the family circumstances of employees, the more relative impact a little control seems to have in helping them balance work and family. Policy changes, they continue, must provide employees enough control of job or home life to be viewed as supportive. This finding is similar to the finding by Pavetti (1997) who noted no significant difference between employment performance of married and that of single beneficiaries of welfare.

A possible explanation for no significant difference between work performance of single and that of married workers benefitting from FFSS, in this study, is that both married and single workers are susceptible to work-family conflict distractions, necessitating FFSS on organizational work performance, most probably because they all have roles to play in the family that interfere with roles at work. Work performance of single and that of married women benefitting from FFSS differing significantly may be due to different types and levels of work-family conflicts necessitating FFSS, relating to being married with a family or being single with family (as in female headed households, single parent household, divorced, separated or unmarried) responsibility.

With reference to Table 2, there is no significant difference between work performance of married beneficiaries of FFSS having longer work experience and those having short work experience. The results on the null hypothesis testing for hypothesis eight revealed no significant difference in work performance of married beneficiaries of FFSS having long work experience and those having short work experience enjoying FFSS. Whether a worker has worked for less than five years or for between five years and twenty and more years did not significantly affect work performance, having benefitted from FFSS. Though both categories of women have availed themselves of family friendly support, work performance of those having shorter work experience is not significantly higher than work performance of those having longer years work experience. This is in consonance with the finding by Pavetti (1997), who found an almost identical employment performance rate of married-welfare recipients and non-welfare recipients of support services.

This is consistent with the finding of Odejide (2003) who mentions the loneliness of women in leadership positions (evidently those who have longer years work experience) and how often they have to recourse to coping strategies, such as accessing

family support, ignoring male prejudices, utilizing good time management and "proving oneself" often by working long hours or acquiring additional training. This is a plausible explanation why work experience of long experienced women does not significantly differ even though one would have expected that their work performance should have been higher.

Implications of the study

Family friendly supportiveness imputed via the instrumentality of family friendly support services by work organization in organization enhances work performance of employees in work organization. In essence, such supportiveness influences work performance of both married and single workers apart from positively impacting on the self worth and adjustment of employees and their family members. Imputing family-friendly supportive measures in organizational/company policies as well as implementing such practices impacts positively on the work stress level of workers alleviating them as well as making way for work focus and work organizational performance. Nevertheless, the implication that this study has for policy makers is that of putting forth modalities for the establishment of family friendly support services for the welfare of workers. This could be made possible through organization together with other stakeholders, such as employers' union, professional association, advocacy groups, government and committees, who, all have roles to play in integrating work and family life, and none of them can solve this problem alone (Bailyn, Drago and Kochan, 2001).

*The idea of "Family-friendly Support Services" was conceived and named by the researcher.

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