

Influence of Gender and Job Status on Bank Workers' Level of Work-Family Conflict Depression Experienced in Enugu State, Nigeria

Ugwu, D. I. & Ezedum, C. E.

Department of Health and Physical Education
University of Nigeria, Nsukka.

Abstract

The study determined the levels of work-family conflict depression experienced by bank workers based on gender and job status in Enugu state, Nigeria. Two null hypotheses were tested at 0.05 level of significance. The population for the study consisted of 2021 bank workers. Two sets of questionnaire were used for data collection. Mean scores and t-test were used for data analysis. Results revealed that both the male and female and senior and junior bank workers experienced moderate levels of work family conflict depression. There is no significant differences between mean levels of male and female and senior and junior bank workers' work-family conflict depression experience. It was recommended, among others, that proper orientation should be given to new workers on their susceptibility to work family stress, the antecedents and consequences of work-family conflict.

Key words: Stress, Depression, Work, Family, Conflict, Bank

Introduction

In the past two decades there is growing interest of research in area of work-family relationship, which leads to several studies examining the link between the two domains. This recent research interest on area of work-family construct was engendered by the changes that have occurred in the work and family structures (Watanabe and Falci, 2014). The increased employment of mothers and the present day service-intensity globalizing economy (Bailyn, Drago, and Kochan, 2012), which was a product of technological advancement

(Jalbert, 2008) are some of the factors that brought about changes in the work and family structures. When mothers joined paid work, men adjusted their work role and incorporated more family responsibilities (Park and Park, 2000), creating complexity in gender roles. This situation is compounded by the increased number of hours spent in the work place (Barry and Chandler and Clark, 2011), which has contributed to paid work affecting family performance, creating imbalance between the two realms (Poppleton, Briner and Kiever, 2008).

When individuals cannot find satisfying balance between the work and family domains, they experience work family conflict (Greenhaus and Beutell, 1985; Amstad, Meier, Fasal, Elfering and Semmer, 2011; Cinaman and Rich, 2014). Greenhaus and Beutell (1985) defined work family conflict as a form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. The present study, in line with Greenhaus and Beutell defines work family conflict as a phenomenon which occurs when the expectation and time constraints associated with the professional and personal lives of workers are not compatible, making it difficult to manage both. This conflict does not arise as in terms of the absolute number of duties to be performed or the number of people to perform them, in both family and work realms, but rather, in terms of intrusion of each set of duties into the other (Zhao, Malilla and Ngan, 2014). Similarly Frone (2008) had suggested that the definition of work-family conflict by Greenhaus and Beutell (1985) implied a bidirectional relation between work life and family life, in which work life interferes with family life (work-to-family conflict, WFC) and family life interfering with work life (family-to-work conflict, FWC). Ford, Heinan and Longkamer (2007) agreed that the bidirectional nature of work family conflict is important because the consequences of the conflict are dependent on where the conflict originates and also because the

domains (work and family) can be reciprocal in nature.

Various findings (Aslam, Shumaila, Azhar and sadaquat, 2011; Watanabe and Falci, 2014) had revealed that work requires that workers should be separated from their families in time and/or space. Thus when full physical, intellectual and emotional resources of a person become invested in the work domain, the host of the family task begins to suffer. Greenhaus and Powell (2006) and Yang Chen, Choi and Zou (2010) found from their respective studies that investment in one domain at the expense of the other gives rise to work-family stress among workers. Stress is the response of individuals to the circumstances and events called stressors that threaten them and task their coping abilities (Santrock, 2000). The initial outcome of work-family conflict is stress (Khan, Wolfe, Quinn, Snock and Rosenhal, 2012) in which case, negative affective state experienced for a long time leads to depression (Anderson, Keicolt, Glaser and Glaser, 2011). Work-family depression has been shown to affect workers in both the work and family realms. In the workplace, it manifests in workers inadequate role performance, decrease verbal communication (Bload and Wolfe, 2011), intention to quit the job, absenteeism, workers lack of concentration, transfer of aggression and negative mood change (Kirchmeyer and Cohen, 2013). In the family, it manifests in feeling of tiredness, being emotionally drained,

feeling of disturbance through the night (Kirchmeyer and Cohen, 2013), somatic complaints and total life dissatisfaction (Evans and Barthlome, 2014).

Some theories have provided a basis for explaining the ascendancy of conflict, stress and depression between work and family. One of such theories is the conservation of resources COR theory by Hobfoll (1989). This theory suggests that inter role conflict leads to stress because resources are lost in the process of trying to balance the pressure coming from work and family domains. These resources include time, energy, and money and so on (Huffman, 2004). To this Huffman argued that loss of resources was not mostly the source of stress but loss of valued resources. This theory is related to this study because loss of valued resources in an attempt to balance work and family demands brings about work-family stress, which in a long exposure results to work-family depression experience.

Various studies have indicated that workers who performed work load and time demanding jobs as in banking job are more likely to experience work-family depression. For instance, Ahmed (2008) observed that extensive and inflexible work hours, over involvement in work, and job stress produced distress within the family domain, as well as withdrawal from family responsibilities.

Leiter and Durup (1996) had also suggested that since bank workers performed people oriented job, they were likely to be vulnerable to stress

and the related adverse effects (depression). They therefore called for more researches with these vulnerable workers with a view to finding their level of work-family conflict depression experience. Consequently, this study focused in examining the demographic variables of gender and job status among bank workers. These clarified work-family depression experienced by bank workers on the bases of gender and status (males and females and senior and junior).

Earlier studies have examined the sex of workers in relation to work-family conflict experienced. Wharton (2012) in a study on the impact of flexible work schedules reported that even in cases where men shared the load at home, women felt more deeply toned between their work and family demand than the men. Hill (2014), Hammed (2008), Cinaman and Rich (2014) and Mattingle and Sayer (2006) found from their respective studies that women felt more of a time pressure in balancing work and family demands than their male counterparts. Conversely, Ozutku and Altindis (2014), Okurame (2012) and Fox, Fanseca and Bao (2013) found no significant difference in the levels of work-family conflict experienced by male and female workers from their various studies.

On issues of work-family conflict experienced by the senior and junior workers, Haward (1992) and Niolan (2010) found respectively that the junior workers spent more hours per week with their children, engaging in stimulating activities than the senior

workers who spent almost all their time working. This implies that the junior workers have a means of buffering their work family stress than the senior workers. A similar finding by Jalbert (2008) indicated that the senior workers rarely stopped working. They worked all the time, worked evenings and weekends and during their commute, thus they are more affected by work-family conflict than their junior counterparts. On the contrary, Carolyn, Graham and Gwendolen (2008) and Ozutku and Altindis (2014) observed respectively that both the senior and junior workers are likely to experience work-family gratification and stress at the same level.

Following from the conflicting findings observed from the above reviewed studies, and because the studies were conducted using workers from western countries who shared different cultural circumstance with Nigeria. Also, looking at the fact that these workers worked in various organizations that do not perform people oriented job as in banking industry, it became necessary that the current study was carried out in the banking industry using Nigerian sample. Such Nigeria based study is important to verify the validity of some of the findings across cultures and to fill the gap of dearth of literature in this area.

Purpose of the Study

The major purpose of this study was to investigate the influence of gender and job status on bank workers' level

of work-family conflict depression experienced in Enugu state, Nigeria.

Specifically, the study determined the

1. level of work-family conflict depression experienced by the male and female bank workers.
2. level of work-family conflict depression experienced by the senior and junior bank workers.

Research Question

1. What is the level of work-family conflict depression experienced by the male and female bank workers?
2. What is the level of work-family conflict depression experienced by the senior and junior bank workers?

Hypotheses

1. There is no significant difference in the mean levels of work-family conflict depression experienced by bank workers based on gender ($p < .05$).
2. There is no significant difference in the mean levels of work family conflict depression experienced by bank workers based on job status ($p < .05$).

Methodology

Research Design: The study adopted the descriptive survey design.

Area of the Study: The study was carried out in Enugu State Nigeria, which comprised three senatorial zones, namely Enugu North, Enugu East and Enugu West. Enugu state is the capital of old Eastern region with very high concentration of banks in

urban and semi-urban locations of the state. The residents of urban and semi-urban locations of the state are predominantly civil servants and traders who embarked on banking transactions regularly. In view of this, Enugu State was adjudged one of the most suitable areas for this study.

Population for the Study: The population for the study comprised all the 2021 bank workers in Enugu state (Central Bank of Nigeria (CBN), 2008) report. This consisted of male and female, senior and junior bank workers who worked in banks located in Enugu state.

Sample and Sampling Techniques: The researcher selected a sample of 550 workers of banks located in Enugu state using simple random sampling. Multi-stage sampling procedure was adopted in drawing the sample for the study. The first stage involved the selection of banks used for the study. In this case, a total number of 54 banks were randomly selected from all the 112 banks located in Enugu state. The second stage involved categorization of the selected banks according to work sections. Internal control section with 162 workers; operation section had a number of 903 workers; marketing section had 71 workers while info-tech section had a total number of 93 workers. The third stage involved random selection of workers from the four sections of the banks under study. Following from this, a total number of 118 workers comprising of 52 female and 66 male and 69 senior and 49 junior workers

were drawn from the internal control section. A total number of 223 workers comprising of 120 female and 103 male workers and 88 senior and 135 junior workers were selected from operation section and a total number of 137 workers made up of 62 female and 75 male and 46 senior and 91 junior workers were selected from marketing section while 72 workers comprising of 16 female and 56 male and 62 senior and 10 junior workers were drawn from info-tech, making it a total number of 550 workers that participated in the study.

Instrument for Data Collection: Questionnaire and interview schedule were used for data collection. These were developed based on objectives of the study and literature review. They were validated by five lecturers of Health and Physical Education. Split-half technique was used to establish reliability using Product Moment Correlation coefficient, which determined the split-half reliability of the instrument. The split-half reliability of .77 was obtained. This was corrected with Spearman-Brown formula, $r = .80$ to estimate the reliability of the questionnaire.

Data Collection Techniques: A total number of 550 copies of the questionnaire were distributed by hand to bank workers in Enugu State. Only 477 valid copies of the questionnaire were collected. This yielded a return rate of 86.73 per cent. Key Informant Interview schedule was conducted with five managers and five sectional supervisors of the various banks under study.

Data Analysis Technique: Mean, standard deviation and student t-test were used to analyze data. The research questions were answered using mean and standard deviation, while the HOs were tested using t-test. A criterion mean of 2.50 was adopted. All the mean scores that were within the limit of 1.00 – 1.49 were adjudged as very low level, 1.50-2.49 were

adjudged as low level, while 2.50 – 3.49 were considered moderate level and 3.50 – 4.00 were considered high level depression. Qualitative data from the interview were summarized.

Results

Result of the study are summarized in Tables 1 - 3

Table 1: Work-family Depression Experienced by the Bank Workers based on Gender and Job Status.

S/ N	Work-Family Depression	Male (n ₁ = 267)		Female (n ₂ = 210)		Senior (n ₁ = 227)		Junior (n ₂ = 250)	
		\bar{X}	SD ₁	\bar{X}	SD ₂	\bar{X}	SD ₁	\bar{X}	SD ₂
1.	I feel very unhappy both day and night.	3.08	.93	3.05	.92	3.09	.92	3.04	.92
2.	I feel the best in the morning.	2.53	.92	2.66	.92	2.56	.94	2.61	.90
3.	I feel disturbed throughout the night.	3.01	.90	2.96	.94	2.97	.91	3.00	.92
4.	I feel troubled throughout the night.	2.97	.97	2.90	1.03	2.96	.99	2.92	.99
5.	I always eat the same quantity of food at meal times.	2.76	.97	2.67	1.04	2.63	.95	2.80	1.04
6.	I enjoy working at, talking to and being with attractive men/women.	2.99	.90	3.05	.88	3.05	.86	2.98	.92
7.	I feel hopeful about the future.	3.22	1.05	3.25	.97	3.10	1.06	3.35	.96
8.	I am more irritable than usual.	2.77	.96	2.50	.98	2.65	1.00	2.66	.96
9.	I find it easy to make decisions.	2.96	.94	2.98	1.01	2.94	1.02	2.99	.93
10.	I feel that I am useful and needed.	3.19	1.03	3.34	.86	3.18	1.01	3.33	.91
11.	My life is worthless.	3.52	.86	3.51	.80	3.61	.76	3.43	.89
12.	I feel that others would be better if I were dead.	3.55	.89	3.54	.85	3.59	.81	3.50	.93
13.	I still enjoy the things I used to do	3.19	.82	3.02	.95	3.05	.88	3.18	.88
Overall Mean		3.06		3.03		3.03		3.06	

N1: = Mean I; N2 = Mean 2

Table 1 reveals an overall mean score of 3.06 for males and 3.03 for their female counterparts. These indicated that both the male and female bank

workers were moderately depressed in the course of performing work and family roles.

Regarding the data on job status, the senior workers reported an overall mean score of 3.03 while their junior

counterparts showed an overall mean score of 3.06. This indicates that the senior and junior bank workers were moderately depressed as they perform work and family roles.

Table 2: Summary of t-test of Bank Workers' Level of Work-family Depression Experience based on Gender

S/ N	Work-family Depression Experience	Male (n ₁ = 267)		Female (n ₂ = 210)		t-cal	P- value	Decision
		\bar{X}_1	SD ₁	\bar{X}_2	SD ₂			
1.	I feel very unhappy both day and night.	3.08	.929	3.05	.916	.364	.716	NS
2.	I feel the best in the morning.	2.53	.915	2.66	.921	-1.525	.128	NS
3.	I feel disturbed throughout the night.	3.01	.895	2.96	.943	.584	.560	NS
4.	I feel troubled throughout the night.	2.97	.965	2.90	1.025	.817	.414	NS
5.	I always eat the same quantity of food at meal times.	2.76	.967	2.67	1.041	.964	.336	NS
6.	I enjoy working at, talking to and being with attractive men/women.	2.99	.899	3.05	.882	-.774	.439	NS
7.	I feel hopeful about the future.	3.22	1.048	3.25	.971	-.285	.776	NS
8.	I am more irritable than usual.	2.77	.960	2.50	.970	3.040	.002	S
9.	I find it easy to make decisions.	2.96	.939	2.98	1.009	-.194	.846	NS
10.	I feel that I am useful and needed.	3.19	1.025	3.34	.861	-1.668	.096	NS
11.	My life is worthless.	3.52	.855	3.51	.802	.033	.973	NS
12.	I feel that others would be better if I were dead.	3.55	.889	3.54	.853	.108	.914	NS
13.	I still enjoy the things I used to do	3.19	.824	3.02	.946	2.015	.044	S
	Overall t-test	39.45	5.004	39.78	4.957	-.713	.476	NS

NS = Not significant and S = Significant; Df = Degree of Freedom = 475

Table 2 reveals that generally, male workers did not differ significantly from their female counterparts in their levels of work-family depression experienced ($t = 475$, $-.713$, $p < .05$). The null hypothesis was therefore accepted as stated. Specifically, while the workers' responses did not show

any significant difference across the most of the questionnaire items, they were significant on two. There was a significant difference ($t = 475$, 3.040 , $P < .05$) on "I am more irritable than usual". There was also a significant difference ($t = 475$, 2.015 , $P < .05$) on "I still enjoy the things I used to do".

Table 3: Summary of t-test of Bank Workers' Level of Work-family Depression Experience based on Job Status

S/ N	Work-family Depression Experience	Senior (n ₁ = 227)		Junior (n ₂ = 250)		t-cal	P- value	Decision
		\bar{X}_1	SD ₁	\bar{X}_2	SD ₂			
1.	I feel very unhappy both day and night.	3.09	.922	3.04	.924	.521	.602	NS
2.	I feel the best in the morning.	2.56	.936	2.61	.904	-.576	.565	NS
3.	I feel disturbed throughout the night.	2.97	.912	3.00	.921	-.362	.717	NS
4.	I feel troubled throughout the night.	2.96	.993	2.92	.992	-.487	.626	NS
5.	I always eat the same quantity of food at meal times.	2.63	.952	2.80	1.036	1.904	.058	NS
6.	I enjoy working at, talking to and being with attractive men/women.	3.05	.855	2.98	.923	.843	.100	NS
7.	I feel hopeful about the future.	3.10	1.062	3.35	.955	-2.715	.007	S
8.	I am more irritable than usual.	2.65	1.000	2.66	.958	-.094	.925	NS
9.	I find it easy to make decisions.	2.94	1.016	2.99	.927	-.603	.547	NS
10.	I feel that I am useful and needed.	3.18	1.007	3.33	.908	-1.732	.084	NS
11.	My life is worthless.	3.61	.759	3.43	.886	2.318	.021	S
12.	I feel that others would be better if I were dead.	3.59	.806	3.50	.928	1.235	.218	NS
13.	I still enjoy the things I used to do.	3.05	.884	3.18	.879	-1.579	.115	NS
Overall t-test		39.33	4.964	39.84	4.994	-1.098	.273	NS

NS = Not significant and S = Significant Df = 475

Table 3 shows that generally, the senior bank workers did not differ significantly from their junior counterparts in their levels of work-family depression experienced ($t = 475, -1.098, P < .05$). The null hypothesis was therefore accepted as stated. Specifically, while the workers' responses did not show any significant difference across most of the questionnaire items, they were significant on two. There was significant difference ($t = 475, 2.715, p < .05$) on "I feel hopeful about the future". There was also significant difference ($t = 475, 2.318, P < .05$) on "My life is worthless".

Discussion

Concerning the work-family depression experienced by bank workers based on gender, result in Table 1 showed in overall that both male and female bank workers reported moderate levels of work-family depression experience. This finding was expected. For instance, Anderson, Glaser and Glaser (2011), Blood and Wolfe (2011), Kirchmeyer and Cohen (2013) and Evans and Bartholomew (2014) various findings, pointed to the fact that work-family stress gives rise to negative affective

state of being, which if not controlled, leads to depression among workers.

The overall result of the t-test further revealed non-significant difference in the levels of work-family depression experienced by male and female bank workers. This finding is congruence with Ozutku and Altindis (2014), Okurame (2012) and Fox, Fanseca and Bao (2013) who in their respective studies observed no significant difference in the level of work-family conflict experienced by male and female workers. Contrary to this finding, Wharton (2012) Hill (2014), Hammed (2008), Cinamon and Rich (2014) and Mattingle and Sayer (2006) in their various studies found differences in the level of work family depression experienced by male and female workers.

This result could be explained on the premise that males and females compete in the world of work and as well as sharing the family responsibilities. The age-long belief that females are ascribed by the culture the role of care givers while males are providers of the family is fast fading away in African context. Female compete with males in the world of work while males are beginning to share in family responsibilities. This situation bridges the gap in role differentiation between men and women in both work and family spheres. This perhaps explains why males and females did not differ significantly in their work-family depression experience.

Regarding workers' work-family depression experience based on job

status, the overall result indicated that the senior and junior bank workers' reported moderate levels of work-family depression. The result supported available literature. Example, the findings by Huffman (2004) and Zum (2008) pointed to the fact that workers were bound to suffer work-family depression at the same level when they performed jobs that were stress laden over a long period of time.

Further finding from the overall t-test revealed non-significant difference in the levels of work-family depression experienced between the senior and junior bank workers. The result was in line with Howard (1992), Niolon (2010) and Jalbert (2008) various findings, which hold that there was no significant difference between the senior and junior in their levels of work-family depression experience. On the contrary, Carolyn, Graham and Gwendolyn (2008), Ozutku and Altindis (2014) and Zhao, Mallila and Ngan (2014) observed from their separate studies significant differences in workers' level of work-family depression experience. A possible explanation to this result could be that both the senior and junior employees have no positive role experience (appropriate intervention strategies) that tends to cushion the effect of work-family depression on them.

Conclusion

The study examined the level of work-family conflict depression experiences of male and female, and senior and junior bank workers. The result

indicated that the males and females, experienced moderate levels of work-family conflict depression. The result also revealed no significant difference in the levels of work family conflict depression experienced by the male and female bank workers. Similarly, the senior and junior bank workers showed moderate levels of work-family conflict depression experience. There was no significant difference in the levels of work-family conflict depression experienced by the junior and senior bank workers. This means that Nigerian bank workers are finding it difficult balancing their work and family demands. It also implies that their work pressure is affecting their family performance giving rise to stress and depression experience among the bank workers.

Recommendations

Following from the findings, it was recommended that:

1. The management should try to adopt measures such as training, re-training, conferences, pre-test and policy dynamics, that will help keep workers at optimal health and foster good work and family relationship among the male and female and senior and junior bank workers.
2. Proper orientation should equally be given to new workers on their susceptibility to work-family stress and depression, the antecedents and consequences of work-family conflict. This will help the new workers in showing strong and true commitment in adoption of

proper measures available for their work-family balance.

3. There is need for enhanced salary structure and allowances so that workers will be able to pay for the services of care givers with ease and feel less stressed in balancing their work and family demands.

References

- Ahmed, A. (2008). Job, family and individual factors as predictors of work family conflict. *Journal of Human Resources and Adult Learning*, 4(1), 57-65.
- Amsted, F.T., Meie, L.L., Fasel, U., Elfering, A., Semmer, N.K. (2011). A meta-analysis of work-family conflict and various outcomes with a special emphasis on cross domain versus marching domain relations. *Journal of Occupational Health Psychology*, 16(2), 151-169.
- Anderson, B.L., Kiecolt-Glaser, J.K., & Glaser. R. (2011). A biobehavioural model of cancer stress and disease course. *American Psychologist*, 49, 389 - 404.
- Aslam, R., Shumaila, S., Azhar, M., & Sadaqat, S. (2011). Work-family conflict: relationship between work-life conflict and employee retention. *Journal of Research in Business*, 1(2), 18 - 29.
- Bailyn, L., Drago, R., & Kochan T.A. (2012). *Integrating work and family life: A holistic approach*. A report of sloan work-family policy network.
- Barry, J.J., Chandler, T., & Clark, H. (2011). Between the ivory tower and the academic assembly line. *Journal of Management Studies*, 38(1), 87-101.

- Blood, R.O & Wolfe, D.M. (2011). *Husband and wives: the dynamics of married living*. Glencoe, IL: Free Press.
- Carolyn, W., Graham, M.S., & Gweandolyn, T.S. (2008). Work-family interface for career and non-career wives. *Work Stress and Health*, 20, 98 – 114.
- Cinamon, R.G., & Rich, Y., (2014). Work and family plans among at-risk Israel adolescents. *Journal of Career Development*, 41(3), 163-184
- Cohen, L., Manion, L., & Morrison, K. (2008). *Research methods in education*. Roulledge, New York.
- Edwards, J. B., & Rotherbard, N. P. (2000). Work and family stress and well-being: An examination of person-environment fit in the work and family domains. *Organisational Behaviour and Human Decision Processes*, 77(2) 85 – 129.
- Evans, P., & Bartolome, F. (2014). *Must success cost so much?* New York: Basic Books.
- Ford, M.T., Heinan, B.A., & Langkamer, K.L. (2007). Work and family satisfaction and conflict. A meta-analysis of cross-domain relations. *Journal of Applied Psychology*, 92, 57 – 80.
- Fox, F.M., Fanseca, C., & Bao, J. (2013). Work and family conflict in academic science: Patterns of predictors among women and men in research universities. *Social Studies of Science*, 41, 715-735.
- Frone, M. R. (2008). The role of personal variables in predicting work-family conflict. *Journal of Applied Psychology*, 82, 245-280.
- Greenhaus, J., & Beutell, N. (1985). Sources of Conflict between work and family roles. *Academy of Management Review*, 10(3), 76 – 88.
- Greenhaus, J.H., & Powell, G.N. (2006). When work and family are allies: A theory of work family enrichment. *Academy of Management Review*, 31(1), 72 – 92.
- Hammed, A. (2008). The interactive effect of stress, social support and work-family conflict on Nigerian women's mental health. *European Journal of Social Science*, 7(2), 53 – 65.
- Hill, E.J. (2014). Work family facilitation and conflict, working fathers and mothers work-family stressors and support. *Journal of Family Issues*, 35(8), 793-819.
- Hobfall, S.E. (1989). Conservation of resources: A new attempt at conceptualising stress. *American Psychologist*, 44, 413 – 524.
- Howard, A. (1992). Work and family crossroads spanning the careers. In S. Zedeck (Ed.), *Work, family and organisation* (pp.70-137), California Maxwell Macmillan International Publishing Group.
- Huffman, A.H. (2004). *An examination of the Perceived direction of work-family conflict*. Texas: Office of Graduate Studies.
- Jalbert, M. (2008). Most senior employees never stop working. *Network Journal*, 7, 1 – 6.
- Kahn, R.C., Wolfe, D.M, Quinn, R.P., Snock, J.D., & Rosenthal, R.A. (2012). *Organizational stress: Studies in role conflicts and ambiguities*. New York: Wiley.
- Kirchmeyer, C., & Cohen, A. (2013). Different strategies for managing the work/non-work interface: A test for unique pathways to work outcomes. *Work and Stress*, 13, 59-73.
- Leiter, M.P., & Durup, M.J. (1996). Work, home, and in-between: A longitudinal study of spillover. *Journal of Applied Behaviour Science*, 32, 29 – 47.

- Mattingle, M., & Sayer, L.C. (2006). Under pressure: Trends and gender differences in the relationship between free time and feeling rushed. *Journal of marriage and family*, 68, 205 – 221.
- Niolon, R. (2010). Work and family balance. *Partners and Couples*, 20(1), 1 – 15.
- Okurame, D.E. (2012). Linking work-family conflict to career commitment: The moderating effect of gender and mentoring among Nigerian civil servants. *Journal of Career Development*, 39, 423-442.
- Ozutku, H., & Altindis, S. (2014). The relations between work intensity and work-family conflict in collectivist culture: evidence from Turkish Health Care Professionals. *Journal of Health Management*, 16(1), 361 – 382.
- Park, J., & Park, J. (2000). The effect of multiple roles of South Korean married women professors: Role changes and the factors which influence potential role gratification and strain. *Journal of Research*, 20, 1 – 13.
- Poppleton, S., Briner, R.B., & Kiefer, T. (2008). The roles of context and everyday experience in understanding work-non-work relationships: a qualitative dairy-study of white and blue collar markers. *Journal of Occupational and Organisational Psychology*, 81, 481 – 502.
- Santrock, J.W. (2000). *Psychology*. USA: McGraw – Hill companies.
- Watanabe, M., & Falci, C.D. (2014). A demand and resource approach to understanding faculty balance. *Journal of Family Issues*, 35(8), 156-191.
- Wharton, C.S. (2012). Finding time for the second shift: The impact of flexible work schedules on women's double days. *Gender and Society*, 8(2), 189 – 205.
- Yang, N., Chen, C.C., Choi, J., & Zou, Y. (2010). Sources of work-family conflict: A Sino-US comparison of the effects of work and family demands. *Academy of Management Journal*, 41, 113 – 123.
- Zhao, X.R., Mallila, A.S., & Ngan, N.N. (2014). The impact of frontline employees' work-family conflict on customers' satisfaction: The mediating displays. *Comell Hospital Qauterly*, 55(2), doi 10, U77/19389655171772
- Zum, T. (2008). Stress and health. *Journal of the International Society for the Investigation of Stress*, 18, 37 – 42.