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**WORK-FAMILY INTERSECTION AS A PREDICTOR
OF EMPLOYEES' JOB SATISFACTION IN WAMCO
PLC, LAGOS STATE, NIGERIA**

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Review

Abstract

The work and family frontier have constituted a domain with series of arguments over the years; and this is due to the pertinence of events emanating from both ends. Owing to this fact, this current study investigated work-family intersection as a predictor of employees' job satisfaction in WAMCO plc, Lagos State with the spillover theory underpinning the study. A sampling frame of one hundred and sixty-five (165) was obtained from a population of two hundred and nine (209) employees using a combination of both probabilistic and non-probabilistic sampling techniques. The outcome of the study reflected that there was a positive

and significant association between role overload and employees' psychological well-being with “(r=0.832, p-value<0.05)”; emotional exhaustion was also found to have significant influence on employees' psychological strain with “(R² 0.926 p=.000)”. The study concluded that having an in-depth understanding of the intricacies of work and family intersection and its significance on employees' job satisfaction helps in establishing greater awareness and how such can be prevented to enhance employees' psychological and mental state while balancing the work and home fronts. Thus, the study recommended that organizational culture of WAMCO plc should be predicated on the agenda towards improving employees' job satisfaction as a means of fostering their social support.

Keywords: *Emotional Exhaustion, Employees Job Satisfaction, Psychological Strain, Psychological Well-being, Role Overload, Work-family Intersection.*

JEL: M12, M14

1. INTRODUCTION

Employees' job satisfaction remains one of the core cardinal tools for organizational effectiveness, Efficiency and advancement, so, ensuring that employees get the desired satisfaction from their job is a huge remark for forward thinking firms in this contemporary era. Issues on work and family have been long dominating discussions in both academia and corporate practices; this is because family is affected by work and personal life and vice versa. To this end, asserting that the association between work and family could lead to positive consequences such as increased morale and improved skills, or negative consequences like conflict, exhaustion and strain to employees.

According to Fotiadis, Abdulrahman and Spyridou, (2019) balancing work and family seems like a very hard nut to crack particularly in contemporary industrial era as a result of increased competing demands. Therefore, individuals are expected to simultaneously manage multiple roles through the allocation of their resources to fit in between family and work. Work-family intersection implies a psychological phenomenon as well as an imbalance between home life and work. From the foregoing, excellence in compatibility between family and work establishes a sense of high achievement in the workplace since it is a catalyst motivates individuals (Baeriswyl, Krause & Schwaninger, 2016). According to Ford, Heinen and Langkamer, (2017), in literature, effect of work-family intersection on personal and organisational well-being has been discussed. Furthermore, Morgeson, Aguinis, and Ashford, (2017) posited that the interface or conflict between

work-family has significant effect and affects the productivity of employees' by harming their job performance through decreased job satisfaction (Mansou & Tremblay, 2016). Thus, to reduce employee turnover, psychological distress, emotional exhaustion and providing a psychologically safe environment as a means of preventing work-family intersection is sacrosanct.

This is because improved status of employees' well-being can bring about adequate psychological resilience and optimism, and even while experiencing some level of setbacks, they have greater capacity to cope with issues (Yu, Liu & Li, 2019). Based on the forgoing arguments, the topic under review still requires so much investigation. Therefore, to distinguish this study from previous ones, work-family intersection was measured using two indicators which were role overload and emotional exhaustion while for employees' job satisfaction, variables like employees' psychological well-being and employees' psychological strain served as metrics of measurements. From the above opinions and submissions, this study investigated work-family intersection as a predictor of employees' job satisfaction in WAMCO Plc, Lagos State, Nigeria.

Statement of the Problem

An extant amount of studies have illustrated that employees who are closely-knit with their families experience conflicting situations from the purview of family life and work. Conflict in this regard is mostly linked with excessive workload, long hours of work, long or unreasonable work schedule which further culminates into emotional exhaustions. Thus, employees' psychological well-being and safety becomes threatened and this could lead to possible decline in job satisfaction (Zhang, Zhao & Korabik, 2019; Olanipekun, Akinlabi & Sokeun, 2022).

West African Milk Company (WAMCO) plc which is manufacturing organisation and runs a twenty-four (24) hours production shift in order to meet customers' demands; the issue at hand becomes more pertinent to assess from its mode of operations as employees which make up the asset of the organisation participates in every of these shifts. As a result, there are demands from work that can interface with an individual's ability to meet up with family demands (Zhou, Eatough, & Che, 2020); which can result into employees developing negative attitudes towards their job roles when they consider work as a source of conflict. Based on the argument above, this study examined work-family intersection as a predictor of employees' job satisfaction in WAMCO plc, Lagos State, Nigeria from the scope of role overload, emotional exhaustion, employee psychological well-being and employee psychological strain.

Research Objectives

The overall objective of this study was to investigate work-family intersection as a predictor of employees' job satisfaction in WAMCO plc, Lagos State, Nigeria. The study specifically aimed at:

1. examining the positive and significant connection between role overload and employees' psychological well-being in WAMCO plc, Lagos State, Nigeria; and
2. investigating the significant influence of emotional exhaustion on employees' psychological strain in WAMCO plc, Lagos State, Nigeria.

Research Hypotheses

- H₀₁:** Role overload has no positive and significant connection with employees' psychological well-being in WAMCO plc, Lagos State, Nigeria.
- H₀₂:** Emotional exhaustion has no significant influence on employees' psychological strain in WAMCO plc, Lagos State, Nigeria.

2. CONCEPTUAL EXPLICATIONS

Work-Family Intersection

This actually determines the level of stress for employees when they spend more time on their jobs, with less or little time available for families. Incongruence between family and work remains inevitable and this is because they both work in opposite directions and this makes both domains incompatible with one another based on the fact that the two ends requires different demands, norms, priorities, requirements and expectations. According to Al Azzam, Abu Al Rub and Nazzal, (2017), work-family intersection can be categorized as role conflict that comes to fore when one role imposes incompatible responsibilities which the other end cannot bear; in a nut shell, it refers to a situation when pressure from one domain (work) interfaces with the responsibilities of another domain (personal life/family). Furthermore, work-family refers struggles from the horizon of inter-role by which time allotted towards certain demands is grossly inadequate and as such, poses stress due to the interference of family-related duties and work.

Role Overload

This is a condition or situation whereby an individual employee perceives role demands to exceed their time, capabilities and energy. This is very rampant among modern day organisations and it inflicts significant costs on both the employee and the management (organisation) (Alfes, Shantz, & Ritz, 2018). Role overload is linked with array of dysfunctional consequences like psychological strain, high turnover intention, lack of commitment towards organisational tasks, reduction in organisational citizenship behaviour and low work performance. According to Mazzola and Disselhorst, (2019) variety of stress reactions can be triggered by role overload. Examples include mild form of psychological strains like anxiety to a more complex one which is depression. The onus of argument here is that role overload can pose a stress which may further trigger psychological strain, with resultant effect culminating into low employee psychological well-being. Role overload according to Alfes, Shantz and Ritz, (2018); Montani, Vandenberghe, Khedhaouria, and Courcy, (2020) often leads to outcomes such as poor mental health.

Emotional Exhaustion

Emotional exhaustion state of depreciation both physically and emotionally whose results arise from excess demand from either job or family responsibilities. It represents a feeling in which an individual is over-extended or over-stretched by one's job (Wahyuni, Salean & Dian, 2019). According to Riaz, Jamal, and Latif, (2019) emotional exhaustion denotes employees' increasing the dimension of the existing intersections of family and the job which results emotional torture or blackmail has the propensity of impacting on planning and controlling necessary towards demonstrating the level of emotions an organisation needs during interpersonal engagements. Emotional exhaustion remains one of the core indicators for measuring burnout as well as emotional well-being (Devine and Hunter, 2016). It is strong enough for assessing and evaluating (Li, Han, Wang, Sun, and Cheng, 2018). Emotional exhaustion can be termed as a chronic physical and emotional fatigue. On a generic note, dysfunctional consequences emanating from emotional exhaustion are physical and mental health challenges, deterioration of both family and social relationships; dysfunctional outcomes from the perspective of individual relationships with their supervisors (Son, Hegde, Smith, Wang & Sasangohar, 2020).

Employees' Psychological Well-Being

Employee psychological well-being also known as mental health conditions is perceived as a global challenge. It also doubles as one of the leading reasons for disability. (Abdin, Welch, Byron-Daniel & Meyrick, 2018). Previous studies has provided that job-related events that are stressful and which accounts as an underlying factors bringing about negative situations such as poor employees' health, poor delivery in the area of efficiency and high rate of human error on the job. This could further degenerate into high degree of employees' absenteeism, employees' intention to quit, high degree of turnover by employees (Guest, 2017). The stressful events at work can be further exacerbated into heart related diseases, back pains, turbulences like gastrointestinal problems, minor sickness on frequent basis coupled with psychological imbalances ranging from anxieties, and depression (Ho & Kuvaas, 2020).

Employee Psychological Strain

The term strain has been described distinctively by previous scholars but yet most were referring to the same concept of the adverse effect of stressors (Bhagat, Krishnan, Nelson, Leonard, Ford & Billing, 2010). Psychological strain can be said to have occurred or take place when environmental demands are perceived to exceed the adaptive capacity of the person (Sattler, Farber, Trausnig, Koberl, Paier, Dietz, & Poppel, 2020). This idea supports the position of Mahipalan and Sheena (2019), who suggested that strain has stemmed up from the mismatch between the individual employee and the environment of work. In recent years, there have been increasing interest in the exploration of studies area on work stress and psychological strain. Previous research has found that greater levels of stress overall can lead to serious psychological strain (Liu, Zhang, Hennessy, Zhao, & Ji, 2019). In furtherance, evidences exist that both periodic and aperiodic stressor often result into a longer duration of psychological strain like depression or dissatisfaction (Dhiman, 2021). Scholars such Brough & Boase, (2019) and Dhiman, (2021) opined that the dimension of psychological strains is in multi-fold, and this consist of several symptoms.

Employees' Job Satisfaction

Job satisfaction is one of the most frequently cardinal organisational variables that are measured on a constant basis in research and has been widely examined in organisational behaviour parlance due to fact that the satisfactory level of an employee on a job is an important variable and indicator of how they feel about their jobs. Job satisfaction also serve as a predictor of work behaviour such as absenteeism, motivation, performance and so forth (Hendri, 2019). Job satisfaction

is a core determinant for assessing the kind of work environment and the type of effects such environment has on the commitment and performance of employees (Soomro et al., 2018). Since job satisfaction is a function of employees emotional attachment with their jobs, it can be concluded that many internal (intrinsic) or external (extrinsic) influence job satisfaction. From the position of Erdogan, Karakitapoğlu-Aygün, Caughlin, Bauer, & Gumusluoglu, (2020), an employee's successful career is not just a function of abilities and skills; as these only play prominent roles in shaping the condition of work in which such career occurs.

Furthermore, Soomro, Breitenecker, & Shah, (2018) expressed that two constituents make up the concept of job satisfaction and these are affective component and a non-affective also known as "cognitive" component. In addition, Lambert, Liu, Jiang, Kelley, & Zhang, (2020) refers to job satisfaction as the perception of employees' on their overall satisfaction their jobs rather than in terms of a specific task. Job satisfaction is important because it indicates an attitude of work which is reportedly connected with greater support towards the lowering layoffs, increasing life's satisfaction, establishing the process of higher involvement in organisational citizenship behaviour. These go beyond what is expected in the workplace, job satisfaction helps to lower turnover intentions, reduce rate of absenteeism, increased/improve creativity at work, creating more willingness to support organisational change and so forth.

Work-Family Intersection and Employees' Job Satisfaction

Result from an investigation by Gozukara and Colakoglu (2016) provided that there is no significant association or relationship between work family conflict and job satisfaction. In addition, another research conducted by Goudarzi (2017) proved that work family conflict has a negative relationship with job satisfaction. Subsequent studies conducted by Marican and Sabil, (2017) indicated that the lack of work family conflict support has a positive and significant effect on job satisfaction, this signposted that there exists work a relationship between family conflict and job satisfaction. In order to ascertain from the Nigerian context the effect of work-family intersection on employee job satisfaction particularly from the manufacturing sector, this study became expedient and crucial as its outcome will further enhance or refute results of previous studies from the paradigm of work-family intersection and job satisfaction. According to a study by Choi, Cundiff, Kim, & Akhatib, (2018) outcome provided that work-family intersection has been linked with various negative outcomes, particularly from the angle of attitude, behaviour, and health-related factors. This implies that high degree of conflict between family and work roles is connected with high level of turnover intentions, high rate of absenteeism and reduction in commitment towards both the organisation and career.

Theoretical Framework

This study was anchored on the spillover Theory. The theory was employed as a result of the fact that its opinion on work-family intersection and work-family enrichment, by posing them in a common resource-exchange economy. Also, because employees carry emotions, skills, attitudes and behavior that was establish at work into the family life.

Spillover Theory

Several studies have provided that employees carry skills, emotions, attitudes and behavior that was establish at work into the family life (Shaffer, Reiche, Dimitrova, Lazarova, Chen, Westman & Wurtz, 2016). The underlining assumption of spillover theory is that the consequence of spillovers from one domain to the other is always positive or negative (Clarke, Koch & Hill, 2017). The behavior, mood, skills and values from one role can spillover to the second role. Spillover may occur in two conditions. Firstly, when there is a similarity between work and any other domain For instance, stress at workplace spills over to the family domain and the individual displays irritable mood in the family. Spillover theory has been termed as generalization, continuation, extension, familiarity, and similarity

3. EMPIRICAL ANALYSIS

Role Overload and Employees Psychological Well-Being

Existing empirical investigations on role overload and how it affects employees' psychological well-being cover a wide range of spectrums, but employees particularly from the manufacturing sector have so far received little attention.

Study by Li X., Liu, Shi, Wang, Yang, Wang, Wang, and Wu, (2015) which examined employees in the banking sector indicated that role overload, among other role stressors, contributes directly to depression, anxiety as well as other negative emotional states experienced by employees. Another study among professional nurses and civil servants by Jaracz, Rosiak, Bertrand-Bucińska, Jaskulski, Nieżurawska, and Borkowska, (2017) found out that role overload negatively affects psychological well-being and health; this is because its outcome produces emotional exhaustion. Stroe, Wincent and Parida (2018) in their study, which examined selected entrepreneurs, argued that for entrepreneurs who are at their early-stage, role overload may have a positive effect and influence on their physical and psychological well-being, owing to the fact that a cognitive process could assist in transforming role stressors into passion so as to establish

a sense of achievement. Investigation by Alfes, Shantz, and Ritz, (2018) whose study focused on government employees, canton level in Switzerland proved that role overload is capable of eroding self-perceived health status of employees, particularly when a climate for team support is not available or provided. Result from the research by Liu, Gao, and Huang, (2020) which investigated correctional officials, insufficient organisational support and heavy work stressors, findings revealed that role overload affects employees psychological well-being negatively. A study by Hao, Hong, Xu, Zhou, Xie (2015) which investigated 541 civil servants in Beijing area of China; result indicated that employees' without resilient personalities will experience challenges as a result of role overload and other related work stressors causing series of problems ranging from depression, emotional strain, and inefficacy.

Emotional Exhaustion and Employee Psychological Strain

A study by Han, Yin, Wang and Bai, (2019), which investigated excessive job demands, finding revealed that emotional exhaustion significantly result in employees' psychological strain and reduce efficacy as a result or outcome that stems from increased job demands. Similar findings by Nauman, Raja, Haq and Bilal (2019) reported that a positive effect of emotional exhaustion was found on employee psychological strain among emergency personnel in healthcare. Another study by Horvat and Tement, (2020) carried out among service providers to investigate effect of emotional exhaustion on cognitive functioning difficulties of employees. Findings by Panela, Varela and Bande, (2018) from their study which inquired into examining the effect of emotional exhaustion on job insecurity and work-family intersection using the job demands- resources model, it was also found that emotional exhaustion plays dominant role by causing strain on emotional intelligence. It was further reported that these effects can even translate into cognitive difficulties on the part of the employees. Findings from the study by Riedl and Thomas, (2019) also revealed that the combined effect of work pressure, high emotional demands at job increase emotional exhaustion and cause strain and psychosocial imbalances among employees.

Methodology

The population was four hundred and fifty and a sampling frame of two hundred and nine (209) was derived with the assistance of Krejcie and Morgan table established in 1970. Data was obtained using a questionnaire that was close-ended questions and was further divided into three sections. The first Section (A) captured the biographical information of respondents while second section (B) dealt with questions raised via the study objectives. For role overload, scale by Spector & Jex, (1998) with ($\alpha = 0.82$) was used, emotional exhaustion was measured

through the scale adapted from Ramos, Manga and Moran, (2005) with ($\alpha = 0.893$), employees' psychological well-being was measured using adopted scale from Pradhan and Hati, (2022) with ($\alpha = 0.951$) and employees' psychological strain was measured using scale adapted from Goldberg and Williams, (1988) with ($\alpha = 0.88$). Data obtained were treated using linear regression analysis, bi-correlation analysis and multiple regression analysis respectively.

Data Analysis and Results

Table I: Result on Questionnaire Administration

Detailed response Rate	Distributed Copies	Retrieved Copies	Copies not Retrieved	Used Copies
Total	209	168	2	165

Source: Field Survey, (2023)

The table above reflected that 209 copies of questionnaire were administered, 168 were retrieved and 165 were found usable; this indicated a response rate of **80.3%** which was found positive and valid for the study.

Testing of Hypotheses

H₀₁: Role overload has no positive and significant connection with employees' psychological well-being in WAMCO plc, Lagos State, Nigeria.

Table II: Bi-Correlations Analysis on connection between employees' psychological well-being in WAMCO plc, Lagos State, Nigeria.

		Role Overload	Employees' Psychological Well-being
Role Overload	Pearson Correlation	1	.832**
	Sig. (2-tailed)		.000
	N	165	165
Employees' Psychological Well-being	Pearson Correlation	.832**	1
	Sig. (2-tailed)	.000	
	N	165	165

The bi-correlations table above exemplified that role overload has positive and significant connection with employees' psychological well-being in WAMCO plc, Lagos State, Nigeria with ($r=0.832$, $p\text{-value}<0.05$). Therefore, the null hypothesis was rejected because results proved as the result proved otherwise.

H0₂: Emotional exhaustion has no significant influence on employees’ psychological strain in WAMCO plc, Lagos State, Nigeria.

Table III: Regression table showing results on of the influence of emotional exhaustion on employees’ psychological strain in WAMCO plc, Lagos State, Nigeria.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.962 ^a	.926	.925	.306	2029.984	.000 ^b

The above model summary presented the extent at which emotional exhaustion influences employees’ psychological strain in WAMCO plc, Lagos State, Nigeria. The coefficient of determination ($R^2 = 0.926$, p -value < 0.05) illuminated that 92.6% variations in employees’ psychological strain was accounted for by emotional exhaustion. This illustrated that Emotional exhaustion have positive and significant influence on employees’ employees’ psychological strain in the selected study area.

Discussion of Findings

This study was aimed at investigating work-family intersection as a predictor of employees’ job satisfaction in WAMCO plc, Lagos State, Nigeria with the objective of examining the effect of role overload on employees’ psychological well-being in WAMCO plc, Lagos State, Nigeria and investigating the relationship between emotional exhaustion and employees’ psychological strain in WAMCO plc, Lagos State, Nigeria.

Examining the positive and significant connection between role overload and employees’ psychological well-being in WAMCO plc, Lagos State, Nigeria

Findings for this objectives provided that there was a significant influence of role overload on the psychological well-being of employees of WAMCO plc, Lagos Nigeria; and this finding aligns with the position of Stroe, Wincent and Parida (2018), where it was stated that role overload has huge propensity of influencing employees physical and psychological well-being. Furthermore, the outcome corroborates the conclusion of a study by Alfes, Shantz, and Ritz, (2018), which expressed that role overload is capable of eroding self-perceived health status of employees, particularly with an organisational climate without team support. The study finding also compliments the outcome of a study by Liu, Gao, and Huang, (2020) which posited that role overload negatively affects employees’

psychological well-being negatively. The study outcome validates the principle of the spillover theory by opining that a situation whereby a potential or actual threat, loss or a gain from one domain affects the basic state of the other.

Investigating the significant influence of emotional exhaustion on employees' psychological strain in WAMCO plc, Lagos State, Nigeria.

The stated hypothesis revealed that there was a positive association between emotional exhaustion and psychological employees strain. This study finding align with the position of Han, Yin, Wang and Bai, (2019), which posited that excessive job demands culminates into emotional exhaustion which significantly result into employees' psychological strain and reduction in efficiency. Result from the study also conforms to the position of Nauman, Raja, Haq and Bilal (2019) which reported that a positive association of emotional exhaustion and employee psychological strain among emergency personnel in healthcare. The outcome of the study also correspond with the study carried out among service providers by Horvat and Tement, (2020), which explained that emotional exhaustion is directly connected with cognitive functioning difficulties of employees. The study outcome aligns with the spill over theory by illustrating that any form of increase resulting from satisfaction or dissatisfaction at work automatically leads to an increase in the home front.

4. CONCLUSION

The outcome of the study brought to the frontline that work-family intersection is a significant precursor of employees' job satisfaction. Thus, having an in-depth understanding of the intricacies of work and family intersection and its significance on employees' job satisfaction helps in establishing greater awareness and how such can be prevented to enhance employees' psychological and mental state while balancing the work and home fronts. It was also confirmed from the study outcome that a positive effect and connection exists between role overload, employees' psychological well-being, emotional exhaustion and employees' psychological strain as components of work-family intersection and employees' job satisfaction. This helps to conclude that the interaction of work-family from the dimension of job satisfaction of employees remains a very relevant topic in the human resource management corridor. Due to the study outcome, the researchers gave the following recommendations:

- ◆ Employees should priorities management of their time as a means of maintaining social support,

- ◆ Management of WAMCO plc should ensure the application of policies that are family oriented as an avenue for promoting employees' job satisfaction
- ◆ The organizational culture of WAMCO plc should be predicated on the agenda towards improving employees' job satisfaction as a means of fostering their social support.

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**KOMBINIRANJE POSLA I OBITELJI KAO
PREDIKTOR ZADOVOLJSTVA POSLOM
ZAPOSLENIKA U WAMCO PLC, DRŽAVA LAGOS,
NIGERIJA**

Primljen: 28. lipnja 2024.

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Pregledni rad

Sažetak

Radna i obiteljska granica činile su domenu s nizom argumenata tijekom godina, a to je zbog relevantnosti događaja koji proizlaze s obje strane. S obzirom na ovu činjenicu, ova studija istraživala je kombiniranje posla i obitelji kao prediktor zadovoljstva poslom zaposlenika u WAMCO PLC, država Lagos, s teorijom prelijevanja koja podupire studiju. Uzorak obuhvaća 165 zaposlenika dobiven je od populacije od 209 zaposlenika koristeći kombinaciju probabilističkih i ne-probabilističke tehnika uzrokovanja. Rezultati studije pokazuju da postoji pozitivna

i značajna povezanost između preopterećenja uloge i psihološke dobrobiti zaposlenika s ($r=0,832$, $p < 0,05$). Također je utvrđeno kako emocionalna iscrpljenost ima značajan utjecaj na psihološki napor zaposlenika ($R^2 0.926$ $p=.000$). Studija je zaključila kako dubinsko razumijevanje zamršenosti poslovnog i obiteljskog kombiniranje i njegovog značaja na zadovoljstvo poslom zaposlenika pomaže uspostavljanju veće svijesti i kako se to može spriječiti kako bi se poboljšalo psihološko i mentalno stanje zaposlenika uz balansiranje posla i kuće. Studija je stoga preporučila da se organizacijska kultura WAMCO PLC treba temeljiti na programu poboljšanja zadovoljstva poslom zaposlenika kao sredstva za poticanje njihove socijalne podrške.

Ključne riječi: *emocionalna iscrpnost, zadovoljstvo poslom zaposlenika, psihološki napor, psihološko blagostanje, preopterećenje uloga, kombiniranje posla i obitelji.*

JEL: M12, M14