

EFFECTS OF WORK-FAMILY BALANCE ON EMPLOYEE'S JOB SATISFACTION IN SELECTED AGRICULTURAL BASED INSTITUTE IN SOUTHWEST NIGERIA

Abiona, B.G., Onaseso, A.A., Odetayo, T.D., Oyekale, T.O., Fapojuwo, O.E., Ajayi, M.T. and Fakoya, E.O.

Department of Agricultural Administration, Federal University of Agriculture, Abeokuta, P.M.B. 2240, Ogun State, Nigeria

Corresponding author: abionabg@funaab.edu.ng; Phone: +2347036435769

Abstract

This study determines the perceived effects of work-family balance on employees' job satisfaction in selected agricultural based institutes in southwest Nigeria. Multistage sampling technique was used to select 256 respondents for the study. Primary data on personal characteristics, work-family balance domain and job satisfaction were collected. The collected data were analysed using descriptive statistics, Chi square, Pearson Product Moment Correlation (PPMC), multiple linear regression and Student T-test. Results revealed that the mean age of the respondents was 40 years, majority (59.3%) of the respondents were male and slightly above half (51.6%) of the respondents had MSc as their highest academic qualification. Findings revealed that turnover intention ($\bar{x} = 3.20$) and work-role conflict ($\bar{x} = 3.06$) were the major perceived work-family balance domain in the studied areas. Further, the result showed that the respondents have high (79%) level of job satisfaction. Multiple linear regression revealed that job involvement ($\beta=0.167$, $p<0.01$) and work-role conflict ($\beta= -0.221$, $p<0.05$) contributed significantly to employees' level of job satisfaction. The result of Student T-test revealed a significant difference in perceived work family balance domain ($t = 0.43$, $p<0.05$) between the two studied areas. The study concluded work role conflict among employees cause work-family imbalance and therefore negatively affects employees' job satisfaction. Definition of job design among the respondents that will create a balance between work and family is highly recommended.

Introduction

The fast escalating issue of job retrenching in most companies of the entire globe had caused a great havoc ever, during this period of pandemic disease called Corona Virus Disease 2019 (COVID-19) in the history of mankind, bringing in an eye opening concepts to the current happening which are job satisfaction and work-life balance in a dynamic environment. According to Karimi, (2007) and Voydaniff, (2011) defined job satisfaction can be defined as a personal positive subjective evaluation or attitude towards all aspects of a work environment; it is affected by many factors such as the job design, work itself, work challenge, salary system, interpersonal relationships, working

conditions, work motivation, organizational environment and so on.

Despite of the world-wide urges for considering employees as a human asset of the organization, the prevailing scenario of profit oriented business is neither providing a fair remuneration system nor extending welfare oriented move towards its employees (Pleck, 1997; Kin, 2004 and Valaur, 2007). When it comes to the significance of guaranteeing a level headed state of job satisfaction among the employees of any organization, it turns out better to the beneficiaries of the satisfied employees (Shaju and Subhashini, 2017)

The pointer of job satisfaction is a subset of Herzberg Motivation factor whereas causative factor is the satisfaction of achievement, recognition, responsibility and the opportunity to advance. Factors that cause dissatisfaction among employees especially in a dynamic system are wages, working conditions, job security, status, company procedures, quality supervisor, and quality of interpersonal relationships among co-workers, superiors and subordinates. For an organisation to have a balance system there must be employer's ability to comprehend employee's satisfaction as it relates to schedules and daily responsibilities that will impact greatly on employee's productivity and performance. Also for employees to perform maximally there must be a total balance between work and family of the entire workforce.

Lockwood (2003) defined work life balance as a process of managing work and personal responsibilities which require support from senior management or the administrator of an organisation. For employee to be useful at work there must be a total balance up equation between the work and family life of such staff in their work environment (Abiona *et al.*, 2021). An environment will not be friendly except such organisation has a culture that encourages employees to look at business in an entirely different way and supports or accepts employees' individual differences as individuals with priorities beyond their workplace. For better understanding of the entire workforce there must be work family balance program that will enhance job satisfaction of the employees. Work life balance programs increases employee motivation and productivity that is employees' attitudes toward their organizations and life will be affected positively towards organization (Abiona, 2019). Work-life

balance is especially important when organization has to manage highly technical professional because of their high commitment and loyalty that is needed for the success of the organization.

According to Pleck (2015), work and family are two fundamental and interdependent systems for dual-career live that inconsistency in any one system may consequently influence the other one and as well can affect the vision and mission of an organization (Ahmad, 2005). Also, the reality of work family life today is that employees are constantly trying to manipulate their work and personal lives in their attempt to balance both. It is often the influence of one on the other that leads to positive or negative overflows (Abiona, *et al.*, 2017). This study specifically determine the effects of work family balance on employee's job satisfaction in selected agricultural based institutions in South- west Nigeria.

Materials and methods

The study areas

The Institute of Agricultural Research and Training (I.A.R.&T)

The Institute of Agricultural Research and Training (I.A.R.&T), Obafemi Awolowo University, located in Ibadan, the capital city of Oyo State, Nigeria, is a national multi-commodity Institute for research, services and training for agricultural development of Nigeria. The Research Division of the Western Region of Nigeria Ministry of Agriculture was established at Moor Plantation by the Colonial Administration in 1920 to conduct research and train lower and middle level manpower in Agriculture.

Federal Institute of Industrial Research, Oshodi.

FIIRO is the idea of an economic mission sent to Nigeria in 1953 by the World Bank. The mission's observation was that industrial research activities in Nigeria were diffused and uncoordinated with no definite direction. Consequently, a decision was reached to establish the Institute in 1956. With a broad mandate of accelerating industrialization in Nigeria, FIIRO has over the years developed technologies that promote entrepreneurship development. The institute sources alternative raw materials for local industries, thereby conserving foreign exchange. Through adequate food processing techniques, we have added value to our indigenous agricultural products, equipment, and many more.

Agricultural employees in two selected research institutes were the target population. Specifically, The Institute of Agricultural Research and Training (I.A.R.&T) and Federal Institute of Industrial Research, Oshodi in Oyo and Lagos State, Nigeria. Due to their uniqueness and research activities. A multistage random sampling technique was used to select the respondents from the study areas. Out of 1994 respondents in both agricultural based

institutions, 15% were selected and 265 respondents were interviewed for the study. The data for the study were obtained using a structured questionnaire. The questionnaire was designed into sections to generate information about personal employee's data, work - family balance indicator data and employee's job satisfaction data. Work-family balance data was measured with 5 domains (Turnover intension, work role conflict, job involvement, job stress and work role ambiguity) and also the effects work-family balance data on employee's job satisfaction was further measured using 5 points Likert typed rating scale (Strongly agree =5, agree = 4, undecided= 3, disagree = 2 and strongly disagree =1) to the statement relating to job satisfaction. Descriptive and inferential statistics were further used for data analysis. Regression analysis and T-test were used to determine the effects of work-family balance on employee's job satisfaction.

Results and discussion

Personal characteristic of the respondents

Age: The mean age of the respondents were 39.7 years with 47.7% between the ages of 31-40 years. This implies that respondents in the study area are still in their youthful and active stage which enables them to carry out their tasks effectively. This study is quite in line with that of Abiona *et al.*, (2018) and Ibeun(2002) who described that more than half of the employees in agricultural institutes in South West Nigeria are within the age range of 31–50 years. Kahn *et al.*, (2013) opined that employees tend to have more sense of obligation and becomes matured as they grow older.

Sex: Majority (59.3%) of the respondents were male while, 40.7% were female. This implies that both sexes were well represented in the study areas; although, male staff were predominant. This result agrees with the findings of (Julie, 2013) who reported that male employees have higher opportunities than female employees in terms of employment, most especially in agricultural institutes. This result also corroborate the assertion of Abiona (2015) who said most organisation in south-west Nigeria are predominantly male and this could also be as a result of rigorous and stressful activities carried out in the study areas and female are believed not to be as strong as their male counterparts in terms of agricultural activities.

Marital Status: Marriage in this part of the world is attached with great importance; the society strongly believes that marriage comes with a sense of responsibility. Majority (77.3%) of the respondents were married while, 22.7% were single. This reveals that the respondents' level of responsibilities may increase due to dual responsibilities posed by being a working father or mother which might subsequently

affects their job performance if they are not able to balance their work-family life.

Religion: Results in table 3 further reveal that majority (60.2%) of the respondents were Christians while 39.8% were Muslims. This implies that all of the respondents in the study engage in one religion or the other.

Educational level: Slightly above half (51.6%) of the respondents had MSc as their highest academic qualification and this could to higher level of performance at work and consequently leads to employees' job satisfaction. This result corroborates the findings of Amangala (2013) who opined that higher educational qualification means higher rank and therefore more responsibilities. Moreover, higher level of education has been largely associated with a higher level of career commitment and performance of workers. Several studies show that low educational level of employees contributes to the failure of many agricultural organisations (Dimelu *et al.*, 2014; Abiona *et al.*, 2018 and Adeogun *et al.*, 2019).

Monthly Income: The mean monthly income of the respondents was ₦74,214:30 with 41.4% earns between ₦51,000 - ₦100,000. This implies that the respondents are fairly paid in the study area. It could

be inferred from the findings that employees are medium income earners compared to other sectors and this could influence their job satisfaction at work and less conflict at home if they have some level of comfort and able to meet their basic needs which includes food, clothing and shelter. This also indicates the difference in the salary scale of employees in agricultural research institute based on their rank or cadre and/or based on their level of educational qualification which implies that most agricultural employees' with high qualifications or in higher ranks/cadre can afford an average standard of living.

Years of service: The mean years of experience of the respondents was 12.1 years, with 40.6% of the respondents had 11 – 15years of work experience, (30.5%) of the respondents had 6 – 10 years of work experience while (13.3%) of the respondents had less than 5years of work experience and very few (3.1%) of the respondents had 15 – 20years of service. From the mean year of service, it can be deduced that the employees have stayed in the organisation enough to share their view on how occupational stress and work-family balance has greatly affect their job satisfaction in the organisation.

Table 1: Personal Characteristic of the respondents (n=256)

Personal characteristic	Frequency	Percentage	Mean	SD
Age				
21 – 30	42	16.4		
31 – 40	122	47.7	39.7years	0.89
41 – 50	74	28.9		
>50	18	7.0		
Sex				
Male	152	59.3		
Female	104	40.7		
Marital Status				
Single	58	22.7		
Married	198	77.3		
Religion				
Christianity	154	60.2		
Islam	104	39.8		
Educational Level				
HND/BSc	60	23.3		
MSc	132	51.6		
Ph.D	64	25.0		
Monthly income				
<50000	10	3.9		
51000 – 100000	106	41.4	₦74,214.30	0.95
101000 – 150000	84	32.8		
151000 – 200000	36	14.1		
201000 – 250000	20	7.8		
Rank				
Junior Staff	20	7.8		
Mid-level staff	64	25.0		
Senior Staff	172	67.2		
Years of service				

<5	34	13.3		
6 – 10	78	30.5		
11 – 15	104	40.6	12.1years	0.79
16 – 20	8	3.1		
21 – 25	14	5.5		
>25	18	7.0		
Position/Cadre				
Assistant Researcher	58	22.7		
Junior Researcher	42	16.4		
Senior Researcher	140	57.4		
Principal Researcher	6	2.3		
Higher Technologist	6	2.3		
Chief Technologist	4	1.6		

Source: Field Survey, 2021

Perceived work-family balance indicators in the study areas

Table 2 revealed the work-family balance indicators in the studied institutions. This was examined using the following indices or indicators such as; turnover intention, work role conflict, job involvement, job stress and work role ambiguity. The result showed that turnover intention, work role conflicts and job involvement were the major indicators of work-family balance that had effects on employee's job satisfaction in the studied institutions. The grand mean of the indicators were used in explaining the variable under consideration.

Turnover intention ($\bar{x} = 3.22$)

Turnover intention is a conscious and deliberate willfulness of an individual toward voluntary or permanent withdrawal from the organization (Perez *et al.*, 2015). Based on this, most of the turnover intention indicator identified was: poor remuneration ($\bar{x} = 3.77$), lack of performance reward ($\bar{x} = 3.49$) and inability to motivate innovative staff ($\bar{x} = 3.30$). This result implies that, turnover intention is not explicit that employee is leaving the organisation unlike actual turnover, however it thus demotivate employees who has such intention to quit and subsequently affects their job satisfaction which consequently play out in their performance and the productivity of the organisation at large. This result is in line with Berridge, and Cooper (2003) who asserted that employees passively withdraw themselves in an organisation activity before finally submitted their resignation letter.

Work role conflict ($\bar{x} = 3.06$)

Work role conflict is a situation whereby employees' responsibilities are not properly or appropriately defined. Cooper (2011) defined role conflict as incompatible demands on the person (either within a single role or between multiple roles) which can persuade negative emotional reactions due to the perceived inability to be effective on the job that often time makes employees work under duress and largely fuel their stress level. It is on this premises that employees always change plans with their family because of their job demands more attention ($\bar{x} = 3.72$), and they have to limit what they do with their

family in order to meet up with the demand at work ($\bar{x} = 3.61$) and finding time with the family for leisure is always difficult ($\bar{x} = 2.87$). This result implies that, not being able to adequately meet up with job demand by employees because of work role conflict, and in trying to make up for the lapses, employees have to sacrifice their relationship with family members which is causes gross imbalance in their work-family life and consequently affects their job satisfaction.

Job involvement ($\bar{x} = 3.06$)

Job involvement is the psychological identification of an individual with the work or importance of work in the individual's self-image (Tang, 2011). This was largely displayed by employees in their expression that relaxing and to stop thinking about their job is very difficult for them ($\bar{x} = 3.55$), every time they neglect personal need because of work ($\bar{x} = 2.89$) and they often neglect attending to family issues because of job ($\bar{x} = 2.80$). It can be deduced from this findings that employees are so attached to their job, and derived satisfaction from the sense of belonging that comes with it.

Job Stress ($\bar{x} = 2.65$)

Stress is often used to describe the body's responses to demands placed upon it, whether these demands are favorable or unfavorable. Job stress is one of the most important workplace health risks for employees in developed and developing countries that could cause imbalance in employees' work-family life (Paul, 2012). Based on this, it was revealed that the employees had too much task that they are unable to finish ($\bar{x} = 2.74$), which makes them to take job home after work hour ($\bar{x} = 2.73$) and led to much pressure from their boss ($\bar{x} = 2.73$). It can be inferred from the findings that most employees are facing gross imbalance in their work-family life and this could be detrimental to employees' job satisfaction, as Loockwood (2003) rightly put that imbalance in employees' work-life would lead to demotivation and less productivity of the employees. More so, Susi (2010) asserted that work-life balance is crucial to both employer and employee because it is one of the drives for employees' satisfaction and organisational productivity. Felicity (2013); Abiona

et al., (2018) and Abiona et al., (2019) also asserted that work life balance is important in enhancing employee performance at work and home, regardless of their gender.

Work Role Ambiguity ($\bar{x} = 2.65$)

Work role ambiguity is a mayhem that occurs due to lack of adequate information about what employees' responsibilities are, and or when there is insufficient information about the process to accomplish these responsibilities. Krasman (2010) mentioned that ambiguity originates from complexities exceeding an

individual's degree of comprehension and from the outcomes of changes associated with increased demands. From the findings, it was revealed that this played out in the organization studied, such that employees do not know when to stop working because there is always one thing or the other to be done at every point in time and it seems they are not in control of their job ($\bar{x} = 2.82$), which make it impossible for them to detach from their work ($\bar{x} = 2.69$).

Table 4: Work-family balance indicators in the study areas (n = 256)

Job satisfaction of the employees

Turnover Intention	3.22	
The salaries I receive do not commensurate	3.77	1.07
In my organisation, employees are not rewarded	3.49	1.20
Employee with innovative ideas	3.30	1.22
The work environment of the organization	2.98	1.23
Too much workload facilitates	2.55	1.08
Work Role Conflict	3.06	
I have to change plans with my family	3.72	.89
To meet the demand	3.61	.98
Finding time with my family for leisure	2.87	1.13
My relationship with my family	2.59	1.00
My family is missing out because of my job.	2.52	.94
Job Involvement	2.89	
Relaxing and forgetting	3.55	1.19
I neglect personal needs	2.89	1.13
I put my personal life	2.80	1.27
Most of the time	2.68	1.08
Everyone in my organization	2.55	1.10
Job Stress	2.65	
Most times I receive too much assignment	2.74	1.10
I have to take work home every evening.	2.73	1.09
I receive too much pressure from my boss at work.	2.73	1.02
There is no control on how I carry out my job.	2.70	1.00
I do not listen to what people are saying at home	2.37	.98
Work Role Ambiguity	2.50	
I have no control over my job	2.82	1.15
It is always not possible for me to detach	2.69	1.06
Individual who are committed to their personal	2.47	1.16
I find it hard to work because of personal life.	2.41	1.01
My job makes personal life difficult.	2.13	.79

Table 4 revealed the job satisfaction of the employees in the studied institutions, this was examined using the following indicators; promotional opportunity, work output, work condition, co-worker relationship and satisfactory salary. The result showed that promotional opportunity, work output and work condition were the major indicators that gave employees satisfaction coupled with their work-family balance in the studied institutions. The grand mean of the indices were used in explaining the variables under each indicator.

Promotional opportunity ($\bar{x} = 3.97$)

Promotional opportunity is a chance or situation that makes employee to shift in the upward direction in organizational hierarchy and moves to a place of greater responsibility (Dessler, 2016) and Abiona et al., (2021). Most of the promotional opportunity identified were; training opportunity ($\bar{x} = 4.64$), personal achievement ($\bar{x} = 4.30$) and feeling of accomplishment ($\bar{x} = 4.00$). This result implies that, availability of training for staff will increase self-development in terms of promotion and the sense of

accomplishment will set in for the employees. This result is in line with the assertion of Abiona *et al.*, (2021) who asserted that training of an employee will lead to capacity building and productivity of the organization.

Work output ($\bar{x} = 3.79$)

This is the outcome of effort that employees are putting on their job (Chimani 2015). It is not out of point to say happy workers are productive workers, as it was found that employees are happy with their job responsibilities and it makes them to be more productive ($\bar{x} = 4.09$), and they are happy with various activities in the organisation and love to participate in those activities ($\bar{x} = 4.06$). More so, being able to put their opinion forward concerning their job responsibility gives them feeling of being identified with the organisation and consequently increase their work output ($\bar{x} = 3.68$). This finding shows that employees are always available to get involved in all of the organisation’s activities and which makes them to be more productive. However, it consequently affects their family life because they have less time to themselves and family.

Work condition ($\bar{x}= 3.64$)

Work condition played significant role in determining employees’ job satisfaction. That is most of the employees were satisfied with their working hours ($\bar{x}= 4.08$), which make them happy with the over-all job security in the organisation ($\bar{x}= 3.89$) and coupled with leave policy of the organisation ($\bar{x}= 3.80$). This result is in line with the assertion of Abiona (2015); Abiona *et al.*, (2016) and Abiona *et al.*, (2017) who was of the opinion that when the work condition suits the task that employees are hired for, it gives them the feeling of being satisfied with their job.

Co-worker relationship ($\bar{x}= 3.45$)

The relationship of the employees in the study areas were cordial ($\bar{x}= 4.02$), which makes them to see leaders in the workplace as positive role model($\bar{x}= 3.54$) that enhance subordinates solving their

personal challenges ($\bar{x}= 3.48$) and most of the employees always trust themselves ($\bar{x}= 3.10$). This result implies the way and manner employees relate at the workplace affects them and their work greatly, working in a stable environment where employees get to know one another very well helps to facilitate work and reduces pressure. When employees are able to deal with their bosses, peers, and subordinates very well, it affects how they feel but when an employee experiences poor working relationship with superiors, colleagues, and subordinates their satisfaction level reduces. This result is in accordance with Stoetzer, (2010) opined that most employees spend so much time at the workplace and thereby poor working relationship can affect them adversely. Also, Abiona *et al.*, (2017) was of the opinion that 75% of employees’ life is being spent in their respective workplace; therefore it is pertinent that employees enjoy harmonious relationship at their respective workplace. This result is further supported by Johnson *et al.*, (2005) that one of the major sources that contributes to job dissatisfaction is relationships at work, including poor relationships with boss or colleagues, an extreme component of which is workplace bullying. Therefore, it is noteworthy relationship among the employees and between superior is important in other to encourage and sustain the harmonious environment in the workplace.

Satisfactory salary ($\bar{x}= 2.56$)

This was one of the indicators that also contributed to employees’ job satisfaction due to long term benefit and insurance that is present in the organization ($\bar{x}= 2.86$) as well as satisfactory take home pay ($\bar{x}= 2.59$) couple with good salary structure($\bar{x}= 2.55$). This result implies that a handsomely paid employee will not only perform well but also will be satisfied with the work (Abiona, 2015). Result also shows the respondents’ level of job satisfaction in the organisation and findings revealed that majority (79%) of the respondents score above the mean (54.00) thereby having high level of job satisfaction in the organisation while, 21% had low level of job satisfaction.

Table 7: Distribution of respondents’ job satisfaction (n=256)

Indicators of job satisfaction	Mean	SD
Promotional opportunity	3.97	
I am satisfied with the training opportunity in the organisation	4.64	.65
Fulfilling my responsibilities gives me a feeling of satisfaction and personal achievement	4.30	.51
I am satisfied with the feeling of accomplishment that I get from my work	4.00	.77
I am satisfied with the career advancement opportunities that is available in the organisation	3.58	1.11
I am satisfied with the present performance appraisal policy of the company	3.31	1.13
Work output	3.79	
I am happy with my wok responsibilities	4.09	.65
I am satisfied with various activities in the firm and love participating in them	4.06	.71
I am satisfied with the given right to put my opinions forward	3.68	.99
I am satisfied and think i have been awarded the right set of duties as per my ability	3.62	1.04
I am happy with the recognition and rewards for my outstanding work contributions	3.52	1.03

Work Condition	3.64	
I am satisfied with the present working hours	4.08	.84
I am happy with the overall job security	3.89	.92
I am satisfied with the leave policy of the company	3.80	.95
I am satisfied with the working environment of the company	2.80	1.18
Co-worker relationship	3.45	
I am satisfied with the work relationships with my co-workers	4.02	.74
I am satisfied with the leaders in my workplace as positive role models	3.54	1.05
My supervising officer takes time to know their subordinate personally	3.48	1.00
There is always trust among the employees in my organization	3.10	.99
In my organization, my boss plays the role of counsellor in my work-family life	3.09	1.10
Satisfactory salary	2.56	
I am satisfied with the long term benefits and insurance of the company	2.86	1.12
I am satisfied with home pay	2.59	1.16
I am satisfied with the existing salary structure of the organization	2.55	1.18
I am satisfied with the compensation I get and I think it matches with my responsibility	2.42	1.21
I am satisfied with my recent increase in salary	2.39	1.10

Source: Field survey, 2021

Relationship between work family balance indicators and respondents' job satisfaction.

The result in Table 4 revealed that there is significant ($p < 0.05$) relationship between perceived work family balance indicator ($r = 0.22$) and employees job satisfaction. This implies that work family balance indicators influences employees' job satisfaction in the studied institutions. The results of linear regression analysis of work family balance indicators; turnover intention, work role conflict, job involvement, job stress and work role ambiguity on job satisfaction, in Table 11 shows that job involvement contributed significantly ($p < 0.05$) to job satisfaction. The R^2 value of 0.712 indicated that 71.2 percent of variance in job satisfaction was explained by components of work family balance. Examining each component of work family balance however revealed that only two components namely job involvement ($\beta = 0.167$) and work role conflict ($\beta = -0.221$) have contributed to job satisfaction as they were statistically significant at ($p \leq 0.01$) and

($p \leq 0.05$) respectively. Job involvement is positively significant to employees' job satisfaction, which implies that employees in the organisation derive satisfaction in the self-image they project as a result of their job. This result is in line with the assertion of Abiona *et al.*, (2021) who was of the opinion that employees that is directly involved in their job will be satisfied because of career projection at work. More so, work role conflict on the other hand, has negative significant influence on employees' job satisfaction. This implies lack of proper definition of employees' role, well defined job description, job analysis, role conflict and incompatible relationship between employees' role and job demand reduces their job satisfaction. The implication of this result is that work role conflict reduces job satisfaction in any organisation and once it is present in any system, it breeds negative emotional reactions due to the perceived inability to be effective on the job that often time makes employees work under duress and largely fuel their stress level.

Table 4: Results of regression analysis of work family balance indicators and job satisfaction

Predictor	Coefficients	Standard Error	t
Turnover Intention	0.714	0.321	1.514*
Work role conflict	-0.221	0.213	1.665**
Job Involvement	0.167	0.290	2.379***
Job stress	0.233	0.319	1.520*
Work role ambiguity	0.619	0.300	1.501*
R^2	0.712		
Adjusted R^2	0.701		
F ratio	11.32		

Source: Field Survey, 2021

Note: 1.64 – 1.95 * $p < 0.1$; 1.96 – 2.49 ** $p < 0.05$ and ≥ 2.5 *** $p < 0.01$

Difference between perceived work family balance indicators in the selected study areas.

Table 5 presents results of significant difference between work family balance indicators between the two studied areas; Institute of Agricultural Research and Technology (IAR&T) and Federal Institute of

Industrial Research Oshodi (FIRO) Lagos, Nigeria. The results show that there is a significant difference between work family balance indicators in the two studied areas ($t = 0.43$, $p \leq 0.05$). This means that work family balance varies between the two studied areas. That is employees in industrial research institute ($\bar{x} =$

31.26) are more balance in terms of work and family compared to agricultural institute($\bar{x} = 18.90$).

Table 5: Test of significant difference in work family balance indicators between the two study areas

Variables	N	df	Mean	MD	SE	SD	t	P	Decision
IAR&T	142	255	18.90	12.36	1.07	1.47	0.43	0.02	S
FIIRO	114		31.26			0.89			

Source: Field Survey, 2021

Note: MD= mean difference, SE= standard error
p<0.05

Conclusion

This result concluded that job involvement contributed to work-family balance and therefore influences employees' job satisfaction positively. Also, work role conflict on the other hand, has negative significant influence on employees' job satisfaction this study further concluded that employees of the studied institutions derived satisfaction in their job and give them sense of achievement.

Recommendations

Based on the conclusion of this study, the following recommendations were made;

- 1) Clarity of job description must be well pronounced in the study area so as to allow staff involvement in their respective job.
- 2) Most of the organization should provide remuneration that balance home in case of work overload.

REFERENCES

- Abiona, B.G., Adesanya, D.A., Oyekanmi, S.T. & Ajayi, M.T. (2021): Workplace Deviance Behavior on Employees' Job Performance: Evidence from Selected Agricultural Research Institute in Oyo and Ogun State, Nigeria. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 69(2):1-10. <http://doc.org/10.11118/actaun>
- Abiona, B.G. Aliu, O.S. Ajiboye, M.D. & Tony, A. (2019): Effect of Leadership Competency on Employee's Job Turnover in Ogun-Oshun River Basin Development Authority (OORBDA), Ogun State, Nigeria. *Journal of Sustainable Development*, 10(1):123-129. www.jost.futa.edu.ng Available online: www.jost.futa.edu.ng
- Abiona, B.G. & Oragwu, O.A. (2018): Organizational Commitment of Agricultural Employee's Job Satisfaction in Ogun-Oshun River Basin (OORBDA), Ogun State, Nigeria. *Journal of Humanities, Social Sciences and Creative Arts*. 18(1&2):59-68. <http://journal.unaab.edu.ng>
- Abiona, B.G., Adeogun, S.O. & Akinfolarin, F. (2017): Effects of Organizational Culture on Agricultural Employees' Job Satisfaction in Forestry Research Institute of Nigeria, Oyo State. *Moor Journal of Agricultural Research*. 18:173-182. www.inasp.info/ajol/mjar
- Abiona, B. G. (2016): Decision Styles and Organization Behaviour: Implication for Academia in Research Institutes. *Moor Journal of Agricultural Research*. 17(1): 228-237. www.inasp.info/ajol/mjar
- Abiona, B. G. (2015): Effect of Communication Pattern on Agricultural Employee's Job Performance. *Journal of Extension Systems*. 31(2): 25-35, <http://acspublisher.com/journal/jes>
- Adeogun, S.O., Abiona, B.G., Alabi, S.O. & Yila, J. (2019): Perceived Effect of Coaching and Mentoring on Employee's Job Performance among Academic Staff in University of Ibadan, Oyo State, Nigeria. *Journal of Humanities, Social Sciences and Creative Arts* 18(1): 98-110 <http://journal.unaab.edu.ng>
- Ahmad, A. (2005). The interface of work and family roles: a quest for balanced lives. Malaysia: University Putra Malaysia.
- Amangala, T.A. (2013) The effects of demographic characteristics on organisational commitment: A study of salespersons in the soft drink industry in Nigeria. *European Journal of Business and Management* 5:109-118.
- Julie, M. 2013. Women and the workplace. *Mediterranean Journal of Social Sciences*, 6(2): 118–125. KARK, R., VAN DIJK, D. and VASHDI, D. R. 2018. Motivated or demotivated to be creative: The role of self-regulatory focus in transformational and transactional leadership processes. *Applied Psychology*, 67(1): 186–224
- Karimi, S (2007). Factors Affecting Job Satisfaction of Faculty Members of Bu-Ali Sina University, Hamedan, Iran. Department of Agricultural extension and Education, College of Agriculture. Hamedan, Iran
- Kim, J. C. (2004). The effects of work experiences and institutional support on job satisfaction among ncaa coaches. Unpublished Thesis. Submitted to the Office of Graduate Studies of Texas A&M University in partial fulfillment of the requirements for the degree of Master of Science

- Lockwood, N. (2003). Work life balance; challenges and solutions. *Journal of management*, 17(3), 1-12
- Pleck, J. H. (1977). The work-family role system. *Social Problems*, 24(4), 417-427.
- Shajahan, D. S. and Shajahan, L (2004). *Organization behavior*. New Age International Publications.
- Valcour, M. (2007). Work-based resources as moderators of the relationship between work hours and satisfaction with work-family balance. *J. Appl. Psychol.* 92, 1512–1523. doi: 10.1037/0021-9010.92.6.1512
- Voydanoff, P. (2011). A conceptual model of the work-family interface. In Korabik, D. S. Lero, & D. L. Whitehead (Eds.), *Handbook of work-family integration: Research, theory, and best practices* (2nd ed., pp. 37–55). Oxford, UK: Academic Press