



EFFECT OF WORK-FAMILY CONFLICT FACTORS ON EMPLOYEES' INTENTION TO QUIT JOB IN OGUN-OSHUN RIVER BASIN DEVELOPMENT AUTHORITY ABEOKUTA, OGUN STATE, NIGERIA

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ABSTRACT

The study examined the effect of work-family conflict factors on employees' intention to quit job in Ogun-oshun river basin development authority Abeokuta, Ogun state, Nigeria. A simple random sampling technique was used to select 110 respondents for the study. Descriptive statistics and Pearson Product Moment Correlation were used to analyze the data. Results showed that the organization was dominated by males (51.8%) while majority (33.6%) fell below 30 years of age. Majority (77.3%) of the respondents were Christians while 58.2% were married and all the respondents had a form of tertiary education. About 22.7% of the respondents earned a monthly income above ₦70, 000 and 50.9% of them had within 1-5 years of work experience. The findings also showed that the major influence of strain on the employee is coming home too tired to do some of the things they'd like to do ($\bar{x} = 2.66$), workers feeling they are working too hard on their job ($\bar{x} = 2.49$). The major influence of time was that employees had to change their plan of family activities due to work related duties ($\bar{x} = 2.99$), and their work takes up time they would like to spend with their family ($\bar{x} = 2.93$). The major level of agreement for intention to quit is most of the employees are looking for new job ($\bar{x} = 3.02$) and they don't plan to be in the organization longer ($\bar{x} = 3.01$). Correlation analysis showed a significant relationship between gender ($r = -0.252$, $p < 0.05$) and intention to quit job, also a significant relationship between time ($r = 0.368$, $p < 0.05$) and employees' intention to quit job. It was concluded that gender and time played a significant role in work-family conflict on employees' intention to quit job'.

Keywords: Conflict, Employees, Intension, Quit, Work-Family.

INTRODUCTION

Work-family conflict is a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. In other words, work-family conflict exists when the expectations related to a certain role do not meet the requirements of the other role, preventing the efficient performance of that role (Greenhaus *et al.*, 2006). Traditionally, man played the role of breadwinner in the family. Owing to the occurrence of dual-families, men's family role will influence the shift of its priority of work. In the other hand, women's work involvement or work requirement will influence women's traditional role performance in the family. Family and work domains create the interaction and relevancy with each other. Under this trend, individuals have to face and adapt to the inter-role conflict. Basically, work-family conflict is one of the sources of pressure, and it will cause a lot of negative influences, such as healthy problem, work performance, etc. Work-family conflict is considered to be an important issue in today's business world. Each of these variables



contributes uniquely to our understanding of human behavior. Several studies reveal that work and family are not two separate domains as they are highly interdependent, having a dynamic relation with one another. While family life is affected by the factors at work, the reverse is also experienced (Trachtenberg *et al.*, 2009). Intention to quit is a subjective estimation of an individual regarding the probability that he/she will be leaving the organization in the near future. Intentions are the most immediate determinants of actual behavior (McCarthy *et al.*, 2007). Turnover intention is used instead of actual turnover in most researches because turnover intention leads towards actual turnover behavior. However, the reasons for these intentions are often unknown (Firth *et al.*, 2004), and the phenomenon is far from being fully understood, especially because some of the psychological processes underlying the withdrawal from the organization are still unclear. The excessive pressure and scarcity of free time may adversely affect their ability to cope. This can lead to dissatisfaction, absenteeism, poor personal relations, and decreased work performance (Davidson and Cooper, 1992).

Regardless of applying various turnover models and different theoretical orientations, intention to quit and absenteeism have been linked to work-family conflict, and several studies have revealed a significant relationship between work-family conflict and intention to leave. There is a consensus in the literature regarding the way work-family conflict considerations affect turnover intention either directly or moderating; however, few turnover models have addressed work-family conflict as an important factor in the turnover process (Howard *et al.*, 2004). There is a non-economic factor in job movement in which the greater the demand for workers in any occupational system the greater the consideration given to familial concerns such as work aspirations of spouses, special needs of children, community activities, links with relatives and friends, and so on.

In other words, individuals will take the job which is offering the available pay when it is situated in a market of few options, while a worker will take those non-monetary factors into consideration relevant to his/her situation and personality when he/she enjoys great demand for his/her services. In addition, human capital theory, which postulates that due to the limitations to one's time and energy, employees have to economize between work and family. In addition, it is suggested that job-related stress is a causal antecedent of work-family conflict (Bedeian *et al.*, 1988) and the inter-role conflict between work and family contribute to high turnover in the restaurant industry, Job-related role stress consists of two discrete elements, role conflict and role ambiguity. Both role conflict and role ambiguity can be influential in the service industries which the work environment is customer-driven and the workers are direct contacting with customers. Therefore, it is important to pay attention to the likely effects of family factors on the leaving process when studying the immediate precursor of turnover. The analysis of the relationship between work-family conflict and intention to leave needs to take the effect of the families constitute on personal decision making and the work-relevant variables in that particular industry into consideration.

Despite the fact that employee's work-family conflict has been widely researched in the management field, little attention has been focused on the role that time, strain, job satisfaction, and supervisory support play in the work-family conflict process among the employees of Ogun-Oshun River Basin Development Authority which could eventually lead to their intention to quit job. Work-family conflicts have received a significant amount of attention from academics and researchers because these are affecting workplace and home place activities.

Balancing work and family is a challenge in an adult's life, the increase in dual-career couples and single-parent households and the decrease in traditional single-earner families mean that responsibilities for work, housework, and childcare are no longer confined to



traditional gender roles (Byron, 2005). As a result, employees find themselves struggling to juggle the competing demands of work and family, Employees in many countries experience a higher level of work-family conflict due to the pressure on their work and family lives than ever before. So, this creates a challenge for organizations to manage their human capital in order to compete successfully in the global marketplace while creating an environment that enhances the quality of life of staff in terms of human resource management. The quality of life of staff may also shape occupational attitudes and productivity within the workplace which will influence staff's intention to leave the organization. Work-family conflicts in organizations are problematic for both employees' and organizations. It disturbs the employees' involvements at workplace and creates problems at the family spheres for the workforce. Therefore it is proposed to investigate the existence of work-family conflicts and their impact on the intention to quit job among workers of Ogun-Oshun River Basin Development Authority.

It is against this background that this study provided answers to the following research questions: What are the socio economic characteristics of employees in Ogun-Oshun River Basin Development Authority? To what extent does work strain factor affect work-family conflict? To what extent does job satisfaction factor affect work-family conflict? To what extent does time factor affect work family conflict? Does supervisory support factor affect work-family conflict and intention to quit job? In providing answers to these questions, the study examined the effect of strain factor of work family conflict on employees' intention to quit job, the effect of job satisfaction factor of work family conflict on employees' intension to quit job, the effect of time factor of work family conflict on employees' intention to quit job, the effect of supervisory support factor of work family conflict on employees' intention to quit job and the level of agreement of intention to quit job in providing answers to these questions, the study examined the influence of strain on work-family conflict in O-ORBDA, the influence of job satisfaction on work-family conflict in O-ORBDA, the influence of time on work family conflict in O-ORBDA and the supervisory support influence on work family conflict in O-ORBDA. The following hypotheses stated in a null form were tested: There is no significant relationship between employees' socio-economic characteristics and employees' intention to quit job among workers of O-ORBDA, There is no significant relationship between work-family conflict factors and employees intention to quit job among workers of O-ORBDA.

Job satisfaction is often negatively related to work-family conflict. The employees who view their work as a difficult factor to satisfy their family roles will likely be less satisfied with their job as it is seen as the source of the conflict (Abdulwahab, 2005; Kossek and Ozeki, 1998).

MATERIALS AND METHODS

The Study Area

The research was conducted in Ogun-Oshun River Basin Development Authority (OORBDA), Ogun State, Nigeria. It is one of the twelve river basin development authorities established by the Federal Government of Nigeria on July 4, 1997 to develop and manage surface and ground water resources within its area of coverage. OORBDA is aimed at providing access to safe and adequate water for domestic consumption and industrial use. One of the key functions of OORBDA includes undertaking comprehensive development of both surface and underground water resources for multi-purpose use; with particular emphasis on provision of irrigation infrastructures and the control of floods and erosion and for watershed management.

The management comprises the managing director, four executive directors and all heads of department. The four executive directors are in charge of four departments namely; engineering department, finance and administration department, planning and design department and Agriculture and commercial services department. Each of the department has



a number of divisions under them while the managing director's office has five units whose heads report directly to the managing director.

Ogun State is one of the thirty-six states of Nigeria and it is situated in the south-western part of Nigeria along coordinates $7^{\circ} 00'N$ and $3^{\circ} 35'E$. Ogun State is bounded in the west by Republic of Benin, Lagos and Atlantic Ocean in the South, in the east by Ondo State and in the North by Oyo State. It covers an area of 16,980.55 square kilometers. According to the 2006 census, it has a total population of 3,751,140 having a greater percentage of female.

The capital of Ogun State is Abeokuta where a considerable higher rate of economic activities takes place. As at 2007, Ogun State had a total Gross Domestic Product of 10.47 billion U.S dollars and per capita income of 2,740 U.S dollars.

The population of the study consists of employees of Ogun-Oshun River Basin Development Authority.

Sample Procedure and Method of Data Collection

Random sampling technique was used to select 110 respondents in the study area. Primary data used for the study were collected through the administration of questionnaire tailored towards realizing the objectives of the study. Variables studied included the personal characteristics of the respondents, effect of strain factor of work family conflict on employees' intention to quit job, the effect of job satisfaction factor of work family conflict on employees' intention to quit job, the effect of time factor of work family conflict on employees' intention to quit job, the effect of supervisory support factor of work family conflict on employees' intention to quit job and the level of agreement of intention to quit job.

Method of Data Analysis

Descriptive statistical tools were used to describe the personal characteristics of the respondents and Pearson Product Moment Correlation (PPMC) was used to test the hypotheses of the study.

RESULTS AND DISCUSSION

Socio-economic Characteristics of the Respondents

As indicated in Table 1, the dominant age group of the respondents in Ogun-Oshun River Basin Development Authority was at the range of 20-29 years (33.6%) indicating that majority of the respondents were in their youthful productive age, most (51.8%) were male. Most (58.2%) were married. Mid-Sidin *et al.* (2008) reported that individuals who are married experience more work-life conflict than those who are unmarried. Most (47.3%) possessed a first degree. Majority (77.3%) were Christians. A number of studies also suggest that one of the top reasons for employee turnover or intention to leave the current organization is salary and benefits (Ghiselli *et al.*, 2001). Most (22.7%) earn above ₦70,000. Most (50.9%) had within 1-5 years of work experience. It is claimed that a long organizational tenure would assist employees in managing the relative issues of work family conflict resulting from skills gained and experience earned which prepares them with necessary professional excellence and adaptability (Cinamon and Rich, 2005). Individuals who have been employed by the organization over a long period would experience fewer work pressures on them which may interfere with family roles. Majority (55.5%) belongs to other ranks apart from scientist, non-researchers and researchers.

Influence of Strain Factors on Work Family Conflict

The effect of strain of work family conflict on employee's intention to quit was examined in the study area. Interaction of work and family is an area of stress particularly for women in management and professional areas. Table 2 indicate that the research revealed that



‘After work, I come home too tired to do some of the thing I’d like to do’ ($\bar{x} = 2.66$) ranked highest by the mean score rating, this indicate that Since women have stronger personal, social and society pressure to adhere to the roles focusing on family and household tasks, working women experience the strains of competing work and family demands more than men.

The statement as ‘I feel I am working too hard on my job’ ($\bar{x} = 2.49$), The demands of my job make it difficult to be relaxed all the time at home ($\bar{x} = 2.32$), On the job I have so much work to do it takes away from personal interests ($\bar{x} = 2.14$), I’ m too often too tired at work because of the thing I do at home ($\bar{x} = 2.10$), Sometimes I don’t feel like going out due to the tiredness from the domestic duties ($\bar{x} = 2.08$), Tiredness due to domestic chores makes me less energetic at work ($\bar{x} = 1.99$), Because I am often stressed from family responsibility, I have a hard time concentrating on my work ($\bar{x} = 1.97$), Due to stress at home, I am often preoccupied with family matters at work ($\bar{x} = 1.94$) and Tension and anxiety from family life often weakens my abilities to do my job ($\bar{x} = 1.92$) were moderately rated by the respondents (employees). This shows that dilemmas resulting from lack of time and energy with heavy scheduling demands prevent day-to-day domestic chores from being done. Conflict results from interfering demands. Galinsky and Stein (1990) noted that the relationship between an employee and his or her supervisor was a significant source of stress for employed parents.

Supervisory Support Factors on Work-Family Conflict

Supervisory support is the best kind of social support to employees’ work life because supervisors control subordinates’ promotion, pay increase, and improvement in working conditions significantly. Schmelz and Ramsey (1997) studied insurance agencies and found that support received form supervisors and managers was good for employees to lighten all kinds of stress, to reduce withdraw tendency, and to increase productivity. Table 3 revealed that Statement as ‘Encourage me to put more effort in to my work’ ($\bar{x} = 3.35$) ranked highest by the mean score rating and was followed by Appreciates my good work ($\bar{x} = 3.17$). Support my attempts to acquire additional training or education to further my career ($\bar{x} = 3.17$), Provide assignments that gives me the opportunities to be promoted($\bar{x} = 3.06$), Doesn’t keep me informed about indifferent career opportunities for me in the organization($\bar{x} = 2.97$), Hasn’t been influential in how my career was progressing($\bar{x} = 2.94$), Does not criticizes me in front of the other colleagues($\bar{x} = 2.86$), Frequently supported or actively nominated me for desirable work assignment that brings me in to the direct contact with higher level mangers($\bar{x} = 2.86$), Make sure that I receive the credit when I accomplished something significant in my work($\bar{x} = 2.85$) and Treats all the staff under his/her supervision equally($\bar{x} = 2.69$) were all moderately rated by the respondents. Respecting to supervisory support, supportive supervisors could give subordinates assistance in work domain to lower their perceptions and reactions to job stress.



Table 1: Socio-economic Characteristics of Respondents (N=110)

Variables	Frequency	Percentage (%)
Age		
20-29	37	33.6
30-39	32	29.1
40-49	24	21.8
50-59	17	15.5
Gender		
Male	57	51.8
Female	53	48.2
Marital status		
Single	43	39.1
Married	64	58.2
Divorced	1	0.9
Others	2	1.8
Educational level		
OND	20	18.2
HND	28	25.5
B.Sc.	52	47.3
M.Sc.	10	9.0
Religion		
Christian	85	77.3
Islam	24	21.8
Others	1	0.9
Income per month		
Below ₹20,000	19	17.3
₹21,000 - ₹30,000	12	10.9
₹31,000- ₹40,000	11	10.0
₹41,000- ₹50,000	10	9.1
₹51,000- ₹60,000	20	18.2
₹61,000- ₹70,000	13	11.8
Above ₹70,000	25	22.7
Years of Work Experience		
1-5 years	56	50.9
6-10 years	24	21.8
11-15 years	10	9.1
16-20 years	11	10.0
Above 20 years	9	8.2
Rank		
Researcher	15	13.6
Non researcher	16	14.5
Scientist	18	16.4
Others	61	55.5

Source: Field survey, 2017



Table 2: Strain on Work-family Conflicts

Statements	SD	D	Fair	A	SA	\bar{x}	S.D
After work, I come home too tired to do some of the thing I'd like to do	19(17.3)	33(30.0)	29(26.4)	24(21.8)	5(4.5)	2.66	1.14
I feel I am working too hard on my job	28(25.5)	31(28.2)	22(20.0)	27(24.5)	2(1.8)	2.49	1.17
The demands of my job make it difficult to be relaxed all the time at home	33(30.0)	31(28.2)	22(20.0)	27(24.5)	2(1.8)	2.32	1.12
On the job I have so much work to do it takes away from personal interests.	41(37.3)	34(30.9)	18(16.4)	13(11.8)	4(3.6)	2.14	1.15
I'm too often too tired at work because of the thing I do at home	41(47.3)	37(33.6)	16(14.5)	12(10.9)	4(3.6)	2.10	1.13
Sometimes I don't feel like going out due to the tiredness from the domestic duties	39(35.5)	38(34.5)	20(18.2)	11(10.0)	2(1.8)	2.08	1.05
Tiredness due to domestic chores makes me less energetic at work	40(36.4)	43(39.1)	17(15.5)	8(7.3)	2(1.8)	1.99	.99
Because I am often stressed from family responsibility, I have a hard time concentrating on my work	43(39.1)	41(37.3)	16(14.5)	6(5.5)	4(3.6)	1.97	1.04
Due to tress at home, I am often preoccupied with family matters at work	47(42.7)	37(33.6)	17(15.5)	4(3.6)	5(4.5)	1.94	1.07
Tension and anxiety from family life often weakens my abilities to do my job	48(43.6)	29(26.4)	28(25.5)	4(3.6)	1(0.9)	1.92	.96
Grand Mean= 2.16.							

*Figures in parenthesis are percentage; Note: SD = strongly disagree, D = Disagree, F = Fair, SA = strongly agree, A = Agree, \bar{x} = Mean value, S.D = Standard deviation, N = Sample size
 Source: Field survey, 2017



Table 3: Supervisory Support on Work family-conflict

Supervisory support	SD	D	Fair	A	SA	\bar{x}	S.D
Encourage me to put more effort in to my work	14(12.7)	12(10.9)	27(24.5)	36(32.7)	21(19.1)	3.35	1.27
Appreciates my good work	12(10.9)	16(14.5)	36(32.7)	33(30.0)	13(11.8)	3.17	1.16
Support my attempts to acquire additional training or education to further my career	19(17.3)	15(13.6)	23(20.9)	34(30.9)	19(17.3)	3.17	1.35
Provide assignments that gives me the opportunities to be promoted	12(10.9)	24(21.8)	26(23.6)	41(47.3)	7(6.4)	3.06	1.14
Doesn't keep me informed about indifferent career opportunities for me in the organization	9(8.2)	29(26.4)	35(31.8)	30(27.3)	7(6.4)	2.97	1.06
Hasn't been influential in how my career was progressing	13(11.8)	25(22.7)	35(31.8)	30(27.3)	7(6.4)	2.94	1.11
Does not criticizes me in front of the other colleagues	17(15.5)	24(21.8)	33(30.0)	29(26.4)	7(6.4)	2.86	1.16
Frequently supported or actively nominated me for desirable work assignment that brings me in to the direct contact with higher level mangers	15(13.6)	30(27.3)	27(24.5)	31(28.2)	7(6.4)	2.86	1.16
Make sure that I receive the credit when I accomplished something significant in my work	18(16.4)	23(20.9)	33(30.0)	30(27.3)	6(5.5)	2.85	1.16
Treats all the staff under his/her supervision equally	19(17.3)	34(30.9)	28(25.5)	20(18.2)	9(8.2)	2.69	1.19
Grand Mean = 2.99							

*Figures in parenthesis are percentage; Note: SD = strongly disagree, D = Disagree, F = Fair, SA = strongly agree, A = Agree, \bar{x} = Mean value, S.D = Standard deviation, N = Sample size. Source: Field survey, 2017

Level of Agreement of Intention to Quit

Table 4 indicate statement as ‘I am planning to look for a new job’(\bar{x} = 3.02) ranked highest by the mean score rating and was followed by I don't plan to be in this organization longer (\bar{x} = 3.01), I do not feel like any obligation to remain with my current employer (\bar{x} = 3.01), I intend to ask people about new job opportunities (\bar{x} = 2.99), I feel that I have too few options to consider leaving his organization (\bar{x} = 2.92), If I had not already put so much of myself in to this organization, I might consider working elsewhere (\bar{x} = 2.89), I am thinking about leaving this organization(\bar{x} = 2.88), I do not feel ‘emotional attached’ to his organization (\bar{x} = 2.83), Would not leave my organization right now because I have a sense of obligation to the people in it (\bar{x} = 2.81) and It would be very hard for me to leave my organization right now (\bar{x} = 2.67). Steers and Mowday (1981) posited that “non-work influences” interact with job attitudes to affect intention to leave.



Table 4: Intention to Quit Job

Statements	SD	D	Fair	A	SA	\bar{x}	S.D
I am planning to look for a new job	22(20.0)	27(24.5)	9(8.2)	31(28.2)	21(19.1)	3.02	1.45
I don't plan to be in this organization longer	16(14.5)	27(24.5)	23(20.9)	28(25.5)	16(14.5)	3.01	1.30
I do not feel like any obligation to remain with my current employer	12(10.9)	31(28.2)	28(25.5)	22(20.0)	17(15.5)	3.01	1.25
I intend to ask people about new job opportunities	19(17.3)	25(22.7)	21(19.1)	28(25.5)	17(15.5)	2.99	1.34
I feel that I have too few options to consider leaving his organization	13(11.8)	26(23.6)	33(30.0)	33(30.0)	5(4.5)	2.92	1.09
If I had not already put so much of myself in to this organization, I might consider working else where	17(15.5)	30(27.3)	25(22.7)	24(21.8)	14(12.7)	2.89	1.27
I am thinking about leaving this organization	22(20.0)	31(28.2)	16(14.5)	20(18.2)	21(19.1)	2.88	1.43
I do not feel 'emotional attached' to his organization	15(13.6)	37(33.6)	19(17.3)	30(27.3)	9(8.2)	2.83	1.21
Would not leave my organization right now because I have a sense of obligation to the people in it	12(10.9)	37(33.6)	30(27.3)	22(20.0)	9(8.2)	2.81	1.13
It would be very hard for me to leave my organization right now	27(24.5)	22(20.0)	30(27.3)	22(20.0)	9(8.2)	2.67	1.27
Grand Mean= 2.90							

*Figures in parenthesis are percentage; Note: SD = strongly disagree, D = Disagree, F = Fair, SA = strongly agree, A = Agree, \bar{x} = Mean value, S.D = Standard deviation, N = Sample size. Source: Field survey, 2017

Test of Relationship between Respondent Socio-Economic Characteristics and Intention to Quit Job

As indicated in Table 5, the first hypothesis was analyzed with Zero order correlation. The socio-economic characteristics of the respondents considered were sex, age, religion, educational level, marital status, years of working experience and Rank. The significance of the relationship was determined at 0.05 levels and at 0.01 levels. The result of the analysis showed that there is no significant relationship between respondents age and intention to quit job ($r = -0.166, p > 0.05$), marital status and intention to quit job ($r = -0.004, p > 0.05$), educational level and intention to quit ($r = -0.053, p > 0.05$), religion and intention to quit job ($r = -0.029, p > 0.05$), income level and intention to quit job ($r = -0.077, p > 0.05$), years of work experience and intention to quit job ($r = -0.182, p > 0.05$), rank and intention to quit ($r = 0.019, p > 0.05$). However, it was discovered that there was a negative relationship between gender and intention to quit job ($r = -0.019, p < 0.05$).



Table 5: Test of Relationship between Respondent Socio-economic Characteristics and Intention to Quit Job (N=110)

1	2	3	4	5	6	7	8	9	Mean	Std. dev.	
1	1								29.03	8.16	
2	-0.166 0.084	1							35.43	10.20	
3	-0.89 0.252* 0.008	-0.89 0.355	1						1.48	0.50	
4	-0.004 0.969	0.494* 0.000	0.009 0.922	1					1.65	0.60	
5	-0.53 0.581	-0.111 0.250	-0.164 0.086	-0.035 0.717	1				2.47	0.90	
6	-0.029 0.761	-0.014 0.882	-0.022 0.823	-0.069 0.472	0.131 0.174	1			1.24	0.45	
7	-0.077 0.426	0.631* 0.000	- 0.209* 0.028	0.359* 0.000	0.335* 0.000	0.114 0.236	1		4.26	2.18	
8	-0.182 0.057	0.741* 0.000	-0.031 0.745	0.362* 0.000	-0.109 0.258	0.016 0.867	0.528* 0.000	1	8.57	7.92	
9	0.019 0.846	0.202* 0.035	0.193* 0.043	0.154 0.107	-0.148 0.122	0.211* 0.027	0.091 0.345	0.263* 0.005	1	3.14	1.11

** Sig. at .01 level, * Sig. at .05 level.
 Source: Field survey, 2017.

Test of Relationship between Work-Family Conflict Factors and Employee’s Intention to Quit Job

Table 6 further stated that there is no significant relationship between work-family conflict factors and employee’s intention to quit job in Ogun-Oshun River Basin Development Authority. This was also tested using Zero order correlation. The result showed a significance relationship (positive) between time and employee’s intention to quit job ($r = 0.368$, $p = 0.000$, <0.05). This result depicts that Time of work-family conflicts has a positive relationship on employee’s intention to quit job. The number of hours worked each week has a significant effect on reports of work-family conflict, particularly for women (Voydanoff, 1988).

Table 6: Test of Relationship between Work-family Conflict Factors and Employee’s Intention to Quit Job (N=110)

Variables	Intention to quit	Strain	Job satisfaction	Time	Supervisory support	Mean	Std. dev.
Intention to quit	1					29.03	8.16
Strain	0.106 (0.268)	1				21.61	6.96
Job satisfaction	-0.155 (0.105)	0.139 (0.148)	1			30.55	8.39
Time	0.368** (0.0000)	0.558** (0.000)	0.230* (0.016)	1		27.26	8.81
Supervisory support	0.086 (0.369)	0.189* (0.048)	0.677** (0.000)	0.291** (0.002)	1	29.93	8.80

** Sig. at .01 level, * Sig. at .05 level
 Source: Field survey, 2017.



CONCLUSION AND RECOMMENDATIONS

The study was conducted to determine Work-family conflict factors and employee's intention to quit job in Ogun-Oshunriver basin development authority, Abeokuta, Ogun state, Nigeria. The study population constituted both researchers and non-researchers. Simple random sampling technique was used to select a sample of one hundred and ten employees (110) employees. Questionnaire was used to elicit information of the respondents. The data obtained were analyzed using descriptive statistics and inferential statistic (PPMC).

The organization consists of more males (51.8%) than female while the mean ages of the respondents fell below 30 years. It was also deduced that 77.3% of the respondents were Christians and 47.3% had their first degree (B.Sc.). 58.2% of the employees were married while 22.7% earned above ₦70,000 monthly. A significant percentage of 50.9% had within 1-5 years of experience while 55.5% belongs to other ranks that were undisclosed in the study aside Scientist, Researcher and non-researcher. The research shows statement as 'After work, I come home too tired to do some of the thing I'd like to do' ($\bar{x} = 2.66$), 'I feel I am working too hard on my job' ($\bar{x} = 2.49$). This indicates that since women have stronger personal, social and society pressure to adhere to the roles focusing on family and household tasks. Working women experience the strains of competing work and family demands more than men. Other statements as 'The demands of my job make it difficult to be relaxed all the time at home' ($\bar{x} = 2.32$), 'On the job I have so much work to do it takes away from personal interests' ($\bar{x} = 2.14$), etc. were also rated. This shows that dilemmas resulting from lack of time and energy with heavy scheduling demands prevent day-to-day domestic chores from being done. PPMC was used to analyze the first hypothesis and the result shows that only gender has a significant relationship (negative) with their intention to quit. The second hypothesis was also tested using PPMC and it was deduced that only time had a positive significant relationship with intention to quit job.

Based on the findings of this study, the following are recommended to curb the increasing conflict between work and family life:

- i. The management needs to offer flexible Work Life Balance strategies as part of their retention strategy because consistent Work Life Balance policies serve as a strategic element in Human Resource management in order to retain the best talents within an organization (De Cieri, *et al.*, 2002).
- ii. Work life supports help should be provided for staff, so as to work through issues of work-family conflict and develop the skills and strategies needed to manage them before they take hold and negatively impact on their wellbeing and effectiveness.

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