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VOLUME 14 / NUMBER 1 / MARCH 2016

FACULTY OF THE SOCIAL SCIENCES, UNIVERSITY OF IBADAN
ISSN 1597 5207

Ibadan Journal *of the* Social Sciences

Volume 14/ Number 1/ March 2016

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The Business Manager

Ibadan Journal of the Social Sciences (IJSS) Department of Economics

University of Ibadan, Ibadan, Nigeria

Email: journal.ijss@mail.ui.edu.ng

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ISSN: 1597-5207

Printed by Samlad Printers, Mokola, Ibadan 08028252503

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Work-Family Conflict and Occupational Stress as Correlates of Life Satisfaction Among Staff of Oyo State Civil Service

Okhakhume Aide Sylvester

Department of Psychology, University of Ibadan, Ibadan

There is limited research on civil servants and their experiences of work-family conflict and life satisfaction. The goals of the present study were to examine the relationship between work-family conflict (work-to-family conflict and family-to-work conflict) and life satisfaction, the relationship between work-family conflict and domain-specific satisfactions (family satisfaction and work satisfaction), among a sample of civil servants. The study utilized ex-post facto design with the use of a structured questionnaire. Two hundred and eighty-four (284) employees of Oyo state civil service participated in the study, yielding a return rate of 94.7%. A total of 134 (47.2%) males and 150 (52.8%) females participated in the study. Their ages ranged between 18 and 58 with mean age of 37.9 and standard deviation of 11.2. The instrument used was closed-ended questionnaire divided into five sections. This comprised demographic variables, work-family conflict, occupational stress and life satisfaction. Five hypotheses were tested. The result indicated a significant negative relationship between work-family conflict and life satisfaction ($r = -0.310, p < .01$). Occupational stress also correlated negatively with life satisfaction ($r = -0.251, p < .01$). The result of the regression analysis indicated that work-family conflict and occupational stress jointly predicted life satisfaction [$F(2,281) = 20.169; R^2 = 0.126, p < 0.001$] accounting for 12.6% variance. Also, there was no gender difference in the experience of life satisfaction [$t(282) = -0.093; p > 0.05$]. Finally, age, sex, years of experience, level of education, religion and marital status did not predict life satisfaction among civil servants [$F(6,277) = 2.698; R^2 = 0.095, p < 0.01$] accounting for about 9.5% variance. Based on the findings, conclusions were made, and it was recommended that different policies and strategies are needed for the people at different type of jobs and at different stages of their career. As one of the largest employer of any country, government should introduce appropriate policies in the area of work-family balance.

Keywords: Work-family conflict, occupational stress, civil servants, life satisfaction

INTRODUCTION

Life satisfaction is an overall assessment of feeling and attitudes about one's life at a particular point in time. According to Diener (1984), life satisfaction refers to the overall cognitive judgemental aspects of subjective well-being and is likely to influence everything around us. It is frequently included as an outcome or consequence variable in work-family

research (Allen, Herstm, Bruck & Sutton, 2000). The study of Cramer (1995) suggested that the type of job we hold could have a major impact on life satisfaction, and job satisfaction brings life satisfaction. Burke (1998) found that personal and situational factors were generally unrelated to self-reported life satisfaction. However work experiences and work outcomes were consistently and strongly related to self-reported life

satisfaction. Studies also showed that managerial and professional women reported more positive work experience, more favourable work outcomes and greater life satisfaction. In a study by Carlson, Kacmar & Williams (2000) it was found that physical and psychological wellbeing was the major predictor of life satisfaction. Higgins, Duxbury & Irving (1992) found that work interfering with family was related to lower quality of family life. The lower quality of life was in turn related to lower levels of life satisfaction among workers. Life satisfaction has also been found related to better physical and mental health (Inglehart, 2002).

Work-family conflict is among the most commonly studied outcomes in the work-family literature (Kossek, Colquitt & Noe, 2001). There can be both a positive and negative spillover between work and family domains (Weitzman & Fitzgerald, 2001). The work-family conflict research focuses on the difficulties employees have in balancing their work and family commitments. It is of particular importance to those interested in work-family practices, as these are often depicted as allowing greater balance between work and family responsibilities (Mesmer-Magnus & Viswesvaran, 2005). Work-family conflict is "a form of inter-role conflict in which the role demands stemming from one domain (work or family) are incompatible with role demands stemming from another domain (family or work) (Greenhaus & Beutell, 1985; Kahn & Byosiere, 1991). Conceptually conflict between work and family is bi-directional. Most researchers make the distinction between what is termed work-family conflict, and what is termed family-work conflict. Work-to-family conflict occurs when experiences at work interfere with family life; like extensive, irregular or inflexible work hours, work overload and other forms of job stress, interpersonal conflict at work, extensive travel, career transitions, and unsupportive supervisors in organization. For example, an unexpected late meeting may prevent a parent from picking up his or her child from school.

Family to work-conflict occurs when experiences

in the family interfere with work life like presence of young children, primary responsibility for children, elder care responsibilities, interpersonal conflict within the family unit and unsupportive family members. For example, a parent may take time off from work in order to take care of a sick child. Although these two forms of conflict i.e., work interference with family and family interference with work are strongly correlated with each other, yet more attention has been directed to work interference with family more than family interference with work. Both work and family claim time and energy. Work is an important source of income, financial security and status in the society. Family functions as a nucleus, where two partners find intimacy, support and raise their offspring. The two were not independent (Kanter, 1977). Hence it is very difficult to make a choice between work and family and consequently conflict arises between the two.

Workaholism is another major cause of work family conflict. It can affect a person's private life, since it includes exclusion of other activities including spending time with spouses which is significant to any healthy happy relationship. When there is strain on relationship due to a partner's workaholism, both partners can become stressed and less supportive of one another resulting in a negative behaviour. In a study, enthusiastic workaholics were found to have significantly more life satisfaction and purpose in life than non-enthusiastic workaholics (Kanter, 1977). Yang *et al.* (2009) found that work interfering with family had negative effects on job satisfaction but not on life satisfaction, whereas, family interfering with work had negative effects on life satisfaction rather than job satisfaction. The higher the level of work-family conflict, the lower the level of life satisfaction (Kossek & Ozeki, 1998). However the study by Kossek, Ellen Ernst and Cynthia Ozeki (1998) found that a consistent negative relationship exists among all forms of work-family conflict and job-life satisfaction. This relationship was slightly less strong for family to work conflict than the work-family conflict.

However the relationship between job-life satisfaction and work-family conflict may be stronger for women than men. Seligman (2002) examined the bi-directional construct of work-family conflict in the Indian context. Result showed that work-family conflict is more prevalent than family-work conflict. Studies also indicate that men and women in dual earner families do not differ in their perception on work-family conflict.

The effective balancing of various professional and personal roles presumably could play a salient role in the level of job satisfaction, life satisfaction and over all wellbeing (Barnett & Hyde, 2001; Frone, 2000; Marks, Huston, Johnson & MacDermid, 2001). It appears that women who are balanced or committed across roles, regardless of the number of roles they occupy will likely report greater life satisfaction and mental health (Marks & MacDermid, 1996; Perry-Jenkins, Repetti & Crouter, 2000). Hill (2005) found that work to family and family to work facilitation were each positively and significantly related to job satisfaction. Similarly, Beutell (2005) found that an overall measure of work-family synergy (facilitation) was significantly related to life satisfaction. It is worth stating that work-family conflict exhibits the strongest relationship with life satisfaction of all non-work variables (Allen *et al.*, 2000).

Occupational stress is a chronic disease caused by conditions in the workplace that negatively affects an individual's performance and/or overall wellbeing of his/her body and mind. French (1974) defined occupational stress as the characteristics of the job that pose a threat to the individual, and occupational strain as the deviation from a normal response that an individual would experience in any situation (Furnham & Schaeffer, 1984; Osipow, 1988; Sharit & Salvende, 1982). Whereas, Leka, Griffiths and Cox (2004) refer to occupational stress as "the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope". It

originates from organizational aspects such as long work hours, lack of organizational support and organizational change (Davey, Obst & Sheehan, 2001), lack of support from supervisors and colleagues, and conflict with demands and pressures (Leka *et al.*, 2004). Occupational stress is recognized as major problems for both employees and organizations. For employees, stress frequently contributes to the risk of accidents, burn-out and illnesses like coronary heart disease, hyper-tension and severe depression (Sutherland & Cooper, 1988). For organizations, stress-related problems result in low job satisfaction, poor quality of performance, increased absence from work and high turnover (Motowidlo, Packard & Manning, 1986).

Studies have generally shown that stressors embedded in work (or) family role are detrimental to psychological wellbeing. It will be impossible to take the concept of life satisfaction independent from occupational life, because occupational life which holds a significant place in general life span of individuals takes place among the foremost factors affecting satisfaction of life. Satisfaction is fulfillment of expectations, requirements, demands and wishes. Satisfaction of life refers to wellbeing from different aspects such as happiness, morale etc and to be in daily activities is dominance of positive feelings over negative feelings (Sahin, 2008). Thus Otis & Pelletier (2005) consider it important to study harmful effects of stress. When the stress decreases in occupation the level of life satisfaction will increase.

The impact work has had on family constantly changes over time. Even though some consider work and family separate domains, in which a person's role alternates between husband or wife and employee, it is significant to see how the impact of work has carried over to the social life outside of the office and changed the relationships amongst family members. Moreover, because full-time male and female employees in 2005 have come to work, an average of 46 hours a week, in contrast to year 2000's 39.7 hours and 1995's 39.3

hours (Board of Labor Statistics [BLS], 2004; National Study of the Changing Workforce [NSCW], 1997), the question that stands open is: – If the job culture of contemporary workplaces in the new economy is constantly increasing its demand for longer hours at work, what does this mean for current and future familial relationships of workers in the United States?

Although there are positive reasons and fulfillment one can gain from work, such as “self-worth or dignity” (Reich, 2001), the focus in this study is on the negative consequences of work pressure on the family sphere as well as the solutions that can be taken by affected families to balance the conflict between work demands and family.

The primary reason for choosing civil servants is that these individuals work under considerable stress. Factors such as the need for punctuality, intolerance for mistakes, heavy workload, continuous changes in the regulations in force and the need for high level of concentration are working conditions which increase the level of stress among the civil servants.

Most of the research on work-family conflict has examined people working in the paid labour force while simultaneously juggling the roles of paid worker, partner, parent, and homemaker. There is limited research on civil servants and their experiences of work-family conflict. The goals of the present study were to examine the relationship between work-family conflict (work-to-family conflict and family-to work conflict) and life satisfaction, the relationship between work-family conflict and domain-specific satisfactions (family satisfaction and work satisfaction), among a sample of civil servants.

Most of the research in work-family interface has been done in western cultures. As a result, relatively little is known about work-family interface in the non-Western cultures especially in Nigeria. Gaining a better understanding of the conflict arising from family life and work life and satisfaction as outcomes of role conflict is an important area of concern with the increase in the participation of people in the civil

service. This concern is justified because an individual’s satisfaction, as a component of well-being, may impinge on their functioning as parents and thus have implications for the quality of children’s lives (Dodge, 1990; Hock and DeMeis, 1990).

Also, with the changing demographics, civil servants especially female have to deal with job-related demands which place limits on the performance of their family role. This trend results in work-family conflict as women try to cope with conflicting demands of work and the family (Aminah, 1995). The work-family conflict experienced by married working women as they try to juggle the many roles they perform, along with their frustrations while searching for ways to deal with these conflicts, also reduce the level of work, family and life satisfaction women experience (Sekaran, 1986).

Method

Research Design

This study utilized ex post facto design with the use of a structured questionnaire. The independent variables were the demographic characteristics (age, gender, job status, marital status and years of experience), work-family conflict and occupational stress, while the dependent variable was life satisfaction.

Setting

The study was conducted in Ibadan using employees in the Civil Service, Oyo State Secretariat. Employees in the Ministry of Trade, Investment and Cooperatives, Ministry of Education, Social Welfare and Ministry of Health were used for the study. Three hundred (300) questionnaire of one hundred (100) each were administered. However, only two hundred and eighty-four (284) were duly filled which gave a return rate of 94.7%.

Instrument

Work-family conflict was measured using the interrole conflict scale of Pleck *et al.* (1980). This scale consists

of eight items based on the most prevalent aspects of work-family conflict: excessive work time, schedule conflicts, and fatigue or irritability. The response options for the questions or items were five-point scales ranging from strongly disagree (1) to strongly agree (5). The author established a reliability coefficient of 0.88. However, in this study the reliability coefficient (alpha) for this work-family conflict scale was 0.84. The occupational stress scale (OSS) developed by R.D Caplan (1972) measures a variety of stressful job situations. Participants respond by indicating their level of agreeableness to each of the 25-item statements using a five-point scale ranging from 1 (Strongly disagree to 5 Strongly agree). The OSS has also demonstrated a high internal consistency (Cronbach α ranged from 0.79 to 0.87). The scale also has a test-retest reliability coefficient of 0.76. In this study, a Cronbach alpha coefficient of 0.67 was obtained. The higher the score on this scale, the higher the level of stressed experienced by the participant.

Life satisfaction scale was measured using an eight-item semantic differential scale adapted from the general index of well-being defined by Quinn and Shepard (1974) in the Quality of Employment Survey. The respondents were asked to express their feelings about each statement using seven-point response options. The author established a reliability coefficient of 0.87. However, in this study reliability coefficient (alpha) for this scale was 0.90.

Procedure

Administration of the instrument was done personally by the researcher. Consent letter obtained from the Department of Psychology was given to participants to indicate their interest to participate. In addition, the researcher sought approval from the Permanent Secretary of each of the ministry used for the study before the administration of the questionnaire. The researcher introduced herself as well, showing the participants a copy of her approval letter from the Department of psychology. The researcher took time

to explain the instructions on how to fill questionnaire. The researcher then administered the questionnaire to the respondents after which it was collected back and collated. On the average, the filling of the questionnaire took about 7 to 20 minutes. Out of the 300 hundred questionnaire administered, only 284 were retrieved and used for data analysis.

Statistical Analysis

Descriptive statistics of frequency and percentages was used to analyse the demographic characteristics of the questionnaire, while Pearson product moment correlation, independent sample t-test and regression analysis was used to test the stated hypotheses.

Results

Hypothesis one which states that there will be significant negative relationship between work-family conflict and life satisfaction among civil servants in Oyo State was tested using PPMC. This is presented below.

Table 1: Pearson Product Moment Correlation of relationship between work-family conflict and life satisfaction

Variables	\bar{X}	SD	Df	r	P
1. Work-family conflict	52.30	9.05			
2. Life satisfaction	40.13	7.74	282	-0.310	<.01

* $p < .05$; ** $p < .01$

The result in Table 1 shows a significant negative correlation between work-family conflict and life satisfaction ($r = -0.310$, $df = 282$, $p < .01$). This indicated that low work-family conflict will result to high life satisfaction and high work-family conflict will lead to low life satisfaction. The hypothesis was therefore confirmed.

Hypothesis two which states that there will be significant negative relationship between occupational stress and life satisfaction among civil servants in Oyo state was tested using PPMC. This is presented below.

Table 2: Pearson Product Moment Correlation of relationship between occupational stress and life satisfaction

Variables	\bar{X}	SD	Df	R	P
Occupational stress	30.16	5.96			
Life satisfaction	40.13	7.74	282	-0.251	<.01

** $p < .01$

The result in Table 2 shows a significant negative correlation between occupational stress and life satisfaction ($r = -0.251$, $df = 282$, $p < .01$). This indicated that low occupational stress will result to high life satisfaction and high occupational stress will result to low life satisfaction. The hypothesis was therefore confirmed.

Hypothesis three which states that work-family conflict and occupational stress will jointly and independently predict life satisfaction among civil servants in Oyo state was tested using multiple regression analysis. The result is presented in table 3.

Table 3: Relative contributions of work-family conflict and occupational stress to the prediction of life satisfaction

Predictor	Beta (β)	t-value	Sig	R	R ²	F	P
Work-family conflict	0.260	4.480	<.001				
				0.354	0.126	20.169	<0.001
Occupational stress	0.178	3.070	<.01				

Table 3 shows that work-family conflict and occupational stress yielded a coefficient of multiple correlation (R) of 0.354 and multiple correlation square of 0.126. This shows that 13% of the total variance of life satisfaction was accounted for by the linear

combination of the two independent variables. This table also indicated that the independent variables had significant joint influence on the dependent variable [$F(2,181) = 20.169$, $p < 0.001$].

Also, table 3 shows that work-family conflict and

Work-Family Conflict and Occupational Stress as Correlates of Life Satisfaction Among Staff of Oyo State Civil Service

occupational stress made significant independent contributions to life satisfaction. Work-family conflict ($b = 0.260, t = 4.480, p < .001$) and occupational stress ($b = 0.178, t = 3.070, p < .01$). Therefore, the hypothesis was confirmed.

Hypothesis four which states that female civil servants will significantly score higher on life satisfaction than their male counterpart was tested using t-test for independent samples. The result is presented in Table 4.

Table 4 shows that gender has no significant effect on life satisfaction [$t(282) = -0.093; p > 0.05$]. The non-

significant difference can be observed in the mean where male participants scored ($\bar{X} = 40.09$) on life satisfaction, while the female participants scored ($\bar{X} = 40.17$) with a mean difference of 0.08. This implies that both male and female participants reported similar life satisfaction. The hypothesis was therefore not confirmed.

Hypothesis five which states that age, sex, marital status, level of education and years of experience will significantly have joint and independent prediction on life satisfaction was tested using multiple regression analysis. The result is presented in table 5.

Table 4: Table showing difference between male and female civil servants on their life satisfaction

DV	Gender	N	Mean	SD	Df	T	P
Life satisfaction	Male	134	40.09	6.38	282	-0.093	>0.05
	Female	150	40.17	8.80			

Table 5: Relative contributions of age, sex, marital status, level of education and years of experience to the prediction of life satisfaction

Predictor	Beta (β)	t-value	Sig	R	R ²	F	P
Sex	-0.002	-0.025	>.05				
Age	-0.194	-1.146	>.05				
Years of experience	0.266	1.620	>.05	0.235	0.095	2.698	>0.05
Educational level	-0.111	1.755	>.05				
Religion	0.106	1.795	>.05				
Marital status	-0.110	-1.681	>.05				

Table 5 shows that age, sex, marital status, level of education, religion and years of experience yielded a coefficient of multiple correlation (R) of 0.235 and multiple correlation square of 0.095. This shows that about 10% of the total variance of life satisfaction

was accounted for by the linear combination of the six independent variables. This table also indicated that the independent variables had no significant joint influence on the dependent variable [$F(6,277) = 2.698; p < 0.05$].

Table 5 shows that none of the demographic variables made significant independent contribution to life satisfaction. Therefore, the hypothesis was partially confirmed.

Discussion

Hypothesis one which tested the relationship between work-family conflict and life satisfaction was confirmed. The result indicated a negative relationship between work-family conflict and life satisfaction. This finding is consistent with past research on relationship between work-family conflict and life satisfaction. For example, Kossek & Ozeki (1998) in a meta-analysis reviewing the relationship between work-family conflict (both work-to-family conflict and family-to-work conflict) and life satisfaction found a consistent negative relationship to exist between these variables.

Furthermore, there is also research that has demonstrated a negative relationship between work-family conflict (both work-to-family conflict and family-to-work conflict) and the domain-specific satisfactions of work satisfaction (Bedian *et al.*, 1988; Googins & Burden, 1987; Kossek & Ozeki, 1998; Netemeyer *et al.*, 1996) and family satisfaction (Aryee, Luk, Leung & Lo, 1999; Beutell & Wittig-Berman, 1999; Kopelman *et al.*, 1983; Rice *et al.*, 1992). However, Cooke and Rousseau (1984) did not find a significant positive correlation between inter-role conflict and life dissatisfaction. The lack of a significant positive relationship between inter-role conflict and life dissatisfaction could be due to the marginal reliability estimates of the scales or some other problem with the psychometric properties of the scales used to measure inter-role conflict and life dissatisfaction.

Hypothesis two which tested the relationship between occupational stress and life satisfaction was confirmed. The result indicated a negative relationship between occupational stress and life satisfaction. This finding is consistent with past research on relationship between occupational stress and life satisfaction. The result is corroborated by Schjoedt (2009) who found

that job stress fully mediates the relationship between work-family and life satisfaction. Also, Ahmad, Baba, & Hassan (1999) identified work-family conflict as one of the major stressors in the work place leading to various negative outcomes, including impaired wellbeing and life satisfaction. Demerouti, Bakker, Schaufeli (2001) found in a spill over research that crossover path from females' exhaustion to males' exhaustion, from males' life satisfaction studies found that the poor health status among elderly African-Americans is related to increased psychological distress and lower levels of life satisfaction (Broman, 1997; Tran, Wright & Chatters, 1991).

Frequently, the notion of life satisfaction is used as a synonym of some other notions or it is misused. One of these notions is happiness and the other is subjective well-being (Saris *et al.*, 1996). Some scientists have used these notions as having the same meaning while others stated that they are different. However, when the meanings of these notions are considered in detail, one has to admit that their meanings are really quite different. For example, life satisfaction states a momentary feeling while happiness may be because of future expectations.

Hypothesis three which tested the joint influence of work-family conflict and occupational stress on life satisfaction was confirmed. The result indicated that both independent variables jointly predicted life satisfaction of workers. This result is corroborated by Schjoedt (2009) who found that job stress fully mediates the relationship between work-family and life satisfaction. The research of Ahmad, Baba & Hassan (1999) also identified work-family conflict as one of the major stressors in the work place leading to various negative outcomes, including impaired wellbeing and life satisfaction. Demerouti, Bakker, Schaufeli (2001) found in a spill over research that crossover path from females' exhaustion to males' exhaustion, from males' life satisfaction to their partners' life satisfaction showed not only job related strain, but also positive context free well-being may crossover among

partners.

Hypothesis four which tested the effect of gender on life satisfaction among civil servants in Oyo state was not confirmed. The result indicated that there was no gender difference in life satisfaction of the workers. This finding is in contrast with most past researches on gender difference in life satisfaction. It has often been found by more recent researchers that life satisfaction may be gender-specific. For example, Connidis (1989a) found that single older women reported being more satisfied with life than single older men, and felt less isolated and lonely than their male counterparts. This may be partly due to the fact that women are more likely than men to develop broad social and family networks which they can rely upon in old age. Also, the finding of greater loneliness experienced by widowed elderly individuals than never-married elderly individuals suggests the adaptation to single life that has occurred among never-married individuals by the time they have reached old age (Connidis, 1989a). In addition, research has found that never-married elderly individuals' evaluation of their lives were generally positive, and not substantially different from other elderly marital groups (Stull & Scarsbrick-Hauser, 1989).

Gerontol and Penning (1994) focused on gender differences in functional disability and subjective feelings of well-being. The results of the study reveal (a) greater disability and somewhat greater use of personal assistance among women, and (b) differences between men and women in relationships between both personal and technical resources and subjective feelings of well-being across levels of functional disability. Inglehart (2002) also finds that in almost every society, men have higher incomes, more prestigious jobs and more authority than women—all links with relatively high levels of subjective well-being. So women show low level of happiness than men. Research supports that men and women have similar levels of happiness and overall life satisfaction.

Hypothesis five which tested the influence of age,

sex, marital status, level of education, religion and years of experience on life satisfaction was not confirmed. None of the demographic variables predicted life satisfaction of civil servants in Oyo state. This finding is inconsistent with previous research on demographic variables and life satisfaction. For example, Malik (2011) explained the relationship between demographic factors "age, gender, family size, income, occupation, education, ethnicity, nationality, religion, social standards" and life satisfaction. There was difference in life satisfaction on the basis of gender. The results indicated that females reported more on life satisfaction than their male counterpart. However in the second study, it was also concluded that demographical factors did not contribute significantly toward life satisfaction. It may be due to the ratio of male and female academic staff. In another related study by Olorunsola (2010), male administrative members comparatively reported better life satisfaction than female administrative staff.

Bas and Ardic (2002) also reported a positive relationship between age and life satisfaction. But very interesting factor which we found in second study was that age and life satisfaction was positively correlated with each other.

Conclusion

Based on the findings of this study, the following conclusions are made:

1. There is a significant negative correlation between work-family conflict and life satisfaction of civil servants in Oyo state.
2. There is a significant negative correlation between occupational stress and life satisfaction of civil servants in Oyo state.
3. There is significant joint influence of work-family conflict and occupational stress on life satisfaction among civil servants in Oyo state.
4. There is no significant gender difference on life satisfaction among civil servants in Oyo state.
5. There is no significant joint influence of demographic Oyo state.

Recommendations

Based on the findings of this study, it is suggested that consideration be given to the development of guidelines in order to ensure that working hours should not affect the life satisfaction of employees.

Managers can increase flexibility with respect to hours of work for their subordinate, whereas employees can reduce the amount of time they are expected to spend in work by prioritizing their work. A supportive management is required to minimize the conflict between work and family. Top management should realize the importance of work life balance and its adverse effect on life satisfaction. The need of policy is required to cater for this problem. Different policies and strategies are needed for the people at different type jobs and at different stages of their career. As one of the largest employer of any country, government should require to introduce appropriate policies in the area of work-family balance.

The findings suggest that role conflict affect work-family conflict which has the potential to influence life satisfaction. Managers can make adjustments to offset role conflict, and therefore reduce work-family conflict which could affect job satisfaction. Role conflict occurs when work roles interfere with each other, limiting the employee's ability to accomplish goals in one of their work roles (Boyar *et al.*, 2003). In order to minimize the negative effects of role conflict, managers can provide training to help employees develop strategies for dealing with the conflict.

This study showed that work-family conflict serves as one of the mechanisms through which role conflict influences life satisfaction. The role conflict experienced by single mother employees at the workplace can increase the conflict that they experienced in meeting the demands of work and family roles which in turn can reduce the level of life satisfaction. The findings suggest that to improve the well-being of employees such as their life satisfaction, the management should avoid seeing the problem of work in isolation from the total life space of employees.

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