WORK-FAMILY CONFLICT AND WORK STRESS OF LIBRARY PERSONNEL AT THE UNIVERSITY OF LAGOS, LAGOS STATE.

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Abstract

This paper aims to examine the relationships between work-family conflict on the work stress of library personnel at the University of Lagos. The theoretical framework for this survey research is focused on spillover theory. For an in-depth perspective of the issues, data were collected using questionnaires and interviews. Spearman's rho correlation coefficient was used to test relationships between work-family conflict and family-work conflict (independent variables) on library personnel's work stress (dependent variable). Multiple regression analysis was employed to determine the composite effect of the independent variables on the dependent variable. The results showed a positive significant correlation between work-family conflict and work stress a positive significant relationship between family-work conflict and work stress. The result also revealed that work-family conflict is independently related significantly to work stress, but family-work conflict is not a significant predictor of work stress among library personnel. This paper explores the relationships between work-family conflict and work stress, family-work conflict and work stress of library personnel at the University of Lagos. It contributes to understanding the work-family conflict and family-work conflict in the library. The findings can help practitioners in the field of librarianship to develop and implement the best practices to create a balance in work and family, which consequently will reduce work stress.

Keywords- **Work-family conflict, Family work conflict, Work stress, University of Lagos Library, Library Personnel**.

Introduction

Library personnel are staff who provide information services and manage resources that generally ensures access of information to library users. In contemporary times, the role of library personnel has evolved due to the increasing information needs and demands of the varied communities they serve (Selematsela & Mawire, 2018). Library personnel include academic and other library staff such as library attendants, library assistants, ICT staff and other technical staff who collectively work in the library. Besides the demands of users; open access, open data and open science have collectively put intense pressure on librarians to take on new roles as

knowledge managers, knowledge brokers, knowledge translators, research assistants and so on (Selematsela & Mawire,2018). As librarians grapple with the demands that each of these roles put on them, work-family conflict occurs. Conflict between family and work life can occur due to differences in demands and expectations within the family and work domains (Fub, Nubling, Hasselhorn, Schwappach & Rieger (2008). Literature indicates that work-family conflict occurs when official duties interfere with domestic affairs, while family-work conflict occurs when domestic affairs hinder official assignments (Yadav, 2015). Netemeyer, Boles & McMurrian (1996, p. 401) describe family-work conflict (FWC) and work-family conflict (WFC) as "a form of inter role conflict". In academic libraries (Nawe, (1995); Shupe & Pung,(2011); Shupe, et al. (2015) identified role conflict, role ambiguity, and role overload as common work-related stressors.

Role conflict, according to Nawe (1995, p.31), "emanates from conflicting demands". Conflicting demands within work positions or even within the family could cause stress. Allen (2000) noted that as a result of WFC, workers experience stress related outcomes such as depression, burnout, domestic related strain, and general psychological stresses, among others. The concept of WFC and FWC have become popular research areas in sociology, psychology and personnel management (Mete, Ünal & Bilen, 2014; Tabassum, Farooq & Fatima, 2017; Kao, Chi, Thomas, Lee & Wang,2020). In librarianship, the concepts of WFC and FWC are under explored. Galbraith, Fry & Garrison (2016) examined the work satisfaction, personal fulfillment, work life balance, and stress levels of 215 male and 504 female librarians in academic libraries. The study found that there were no statistically significant differences between male and female librarians' work-life balance. They further recommended that office flexibility and worker's welfare may be the most important method by which libraries can ease the level of stress and work life disparity experienced by librarians. In Nigeria, Adekanye & Nduka (2017) investigated the work-family conflict, job satisfaction and job performance of female librarians in academic libraries in South-West, Nigeria. The result showed that WFCs had a low effect on female librarians' work satisfaction and job performance.

However, work life conflict is equally applicable to both men and women. According to Reddick, Rochlen, Grasso, Reilly & Spikes (2012), WFC is not peculiar to women only; fathers also frequently experienced similar conflicts between domestic and official functions like their

female academic counterparts. Several researches on WFC have been conducted in Western industrialised societies. Moreover, there is an increasing recognition of the influence of WFC on employees' wellbeing. Studies also acknowledged that workplace pressure contributes significantly to FWC, buttressing the fact that, work and family stress are closely related (Grzywacz & Marks, 2000; Frone, Yardley & Markel, 1997). As the understanding is growing about the negative influence of WFC on individual's and organisation's wellbeing, there is enhanced interest among librarians to study WFC among library personnel. Very little research has been done on Nigeria's library personnel's WFC. With this background, the study was designed to assess the influence of WFC and FWC on the work stress of library personnel at the University of Lagos.

Hypotheses

The study tested the following null hypotheses at a 0.05 level of significance:

Ho_1: Work family conflict and work stress are not significantly related.

Ho_2: Family work conflict and work stress are not significantly related.

Ho_3: There is no significant relative effect of WFC and FWC on the work stress of library personnel

Theoretical framework

For this survey research, the theoretical framework is focused on spillover theory. This study aimed to examine the relationship between work-family conflict, family-work-conflict, and work stress. These principles are inherent in spillover theory and made this theory appropriate to serve as an anchor for the research. Spillover theory states that work and family experiences will be positively correlated (Staines, 1980). It postulates the conditions under which the spillover between the work microsystem and the family microsystem is positive or negative. It has its origins in 1890 where the English economist Alfred Marshall developed a theory of knowledge spillovers. It was later extended by economists Kenneth Arrow (1962) and Paul Romer(1986). Theoretically, spillover is perceived to be either positive or negative (Crouter, 1984; Lambert, 1990;Morris & Madsen, 2007;). A positive spillover occurs when achievement and satisfaction

in one sphere rub off on another. Negative spillover on the other hand refers to the fact that problems, despair and stress in one domain may bring along the same emotion into another domain (Xu, 2009). Researchers also proposed that employees carry the attitudes, skills, emotions, feelings and behaviours they form at the workplace into their domestic life and vice versa (Belsky et al., 1985).

Library personnel's' two major domains are work and home. These two vital spheres of human life are interwoven. Professional and non-professional personnel in the library are prone to experience stress because of the nature of academia. At times, the pressures of meeting promotion requirements and providing library services to users (Huprich, 2007) are transferred to their family life. Similarly, conflicts and pressures at home can impede work life. For instance, taking time off during working hours to attend to family needs such as school run, taking a sick child to a hospital and returning to the office can be very stressful and negatively impact meeting up with official responsibilities. It is a very challenging task to be an ideal full time worker and, at the same time, an ideal parent. Galbraith, Fry & Garrison (2016) found that the conflicts between domestic and professional duties may be a source of tension that could influence the stress and work life balance experienced by female librarians working at the faculty. However, Amstad, Laurenz, Ursula, Achim, & Norbert (2011) opined that there is a bidirectional association between work–family conflict and family-work conflict and that increase in conflict in family life may lead to an increase in conflict at work.

Review of Related Literature

Work family conflict and work stress have become burning issues in today's globalised world. Globalisation puts pressure on many professionals who must make progress and improve their effectiveness despite the challenges of the electronic environment (Bell, Rajendran and Theiler 2012). The development of information and communication technologies and the associated dramatic changes constantly require novel skills and capabilities related to the advancement of technologies (Laužikas, (2013). Bell et al. (2012, p. 25) opined that the contemporary workplace paints a picture of conflict between employee's private lives and their work activities, a struggle for attention that could cause positive or negative consequences. The effort to cope with job and home demands is inevitable in the modern world and is recognized as

a source of work-related stress (Bell et al., (2012). Therefore, employees are constrained to balance their jobs and private lives to cope with the challenges of the digital age.

Library personnel are not exempt from the extraordinary demands of globalization. Pantry (2007) stated that library personnel are confronted with the constantly changing information and communication technologies deployed in the library, decreased funding, outsourcing o library operations and facilities, excessive workload, and exhaustion, all of which can cause internal stress and conflicts. In library literature, workplace stress has been widely acknowledged. In the library, job insecurity, inadequate funding, inadequate staffing and physical facilities, changing library roles and environment, user demands and behaviour, technology, depleting information resources, dealing with people of different backgrounds, lack of respect for librarians and types of documents handled are factors that could cause stress among librarians (Routray & Satpathy, 2007; Ajala, 2011; Bronstein, 2011; Farler & Broady-Preston, 2012; Meade, 2013). However, in a study, Larrivee (2014) listed a new work culture, self-expectations, job relocation, and crossover stress as sources of stress among new librarians. In Nigerian university libraries, Ilo (2016) & Dina (2016) studied stress among library personnel. The results revealed that technological changes, and managerial factors, physical, environmental, organizational, and economic instability, information overload and varying roles of librarians are major causes of work stress.

University library personnel play diverse roles. Library personnel, besides performing their functions as information resources gatekeepers are technological innovators and educators, builders of knowledge society and facilitators of sustainable developments (Anasi, Ukangwa & Fagbe, 2018), knowledge managers, knowledge brokers and knowledge translators (Selematsela & Mawire,2018). They combine these varied roles with their home duties, which could cause role conflicts (Adekanye & Nduka, 2017). One of the biggest challenges library personnel face is the ineptitude to balance the demands and pressures at work and the demands and pressures on the home front. In the library, the conflicts between home and professional duties may be a source of tension that could particularly impact the work life balance and stress (Galbraith, Fry and Garrison, 2016). Past studies show that WFC and FWC have a significant influence on stress among employees (Panatik, Rajab, Shah, Rahman, Yusoff, & Badri, 2012; Mete, Ünal and Bilen, 2014; Rubio, Osca, Recio, Urien & Peiró, 2015; Ugwu, 2017).

Methodology

This study is a survey and a mixed method research carried out among library employees at the University of Lagos, Nigeria. The study population comprised 142 library staff at the University of Lagos, Nigeria (excluding the staff on study leave and leave of absence). A total enumeration sampling technique was used, as all population members were allowed to participate. Data was collected using a self-administered questionnaire. The participants were informed that their participation was voluntary. The study targeted 142 participants, from which 100 filled in and returned the questionnaires, providing a response rate of 71%. This response rate was satisfactory for generalizing the findings and conclusions of the study because it is representative. This research was based on data from a self-report questionnaire comprising multiple questions. The questionnaire scales were culled from the previous literature and published works. The first and second variables of the study are Work-Family and Family-Work Conflict measured with Scales developed by Netemeyer et al. (1996).

Using a 6-point Likert scale, respondents were asked to specify the degree to which they agree with the 10 items (5 items for Family-Work Conflict Scale and 5 items for Work-Family Conflict Scale). Answers ranged from 1 = strongly disagree to 6 = strongly agree. The third variable is work stress, assessed by the Workplace Stress Scale developed by the Marlin Company and American Institute of Stress (2009). Using a 5-point Likert scale, participants were asked to specify how they feel with the 8 items. Answers ranged from 1 = never to 5= very often. The Family-Work Conflict Scale achieved a Cronbach alpha of 0.86, the Work-Family Conflict Scale had a cronbach alpha of 0.83, and the Workplace Stress Scale had a cronbach alpha of 0.61 in this study. The Overall reliability test for the research instrument was $\alpha = 0.76$.

Frequency counts and percentages were used to analyse the demographic data. Spearman's rho correlation coefficient was used to test relationships between the two variables at a 0.05 level of significance (H1–H2). Multiple regression analysis was used to determine the composite effect of work-family conflict and family work conflict (independent variables} on work stress (dependent variable} of library personnel (H3). The statistical package for Social Sciences (version 23) was used to run the analysis.

An interview was also employed to collect data. The researcher interviewed 10 library personnel at different times. The participants could air their views, opinions, perceptions and reactions on the issues relating to WFC, FWC and work stress. The qualitative data collected from these interviews provided additional information and clearer points of view that were challenging to obtain from the close-ended questions of the questionnaire. The interviewer asked other questions whenever necessary to clarify the respondents' answers. Each library personnel responded to the same set of three questions listed below

1. Have you ever experienced WFC or FWC?

2. Between WFC and FWC, which one do you experience more?

3. Do you think that there is a relationship between WFC or FWC and work stress?

In addition, content analysis was done for the qualitative data collected during the interview. Information from the qualitative data was used to substantiate and corroborate quantitative data.

Results

The demographic data collected from the participants revealed that majority (58%) of the respondents were males as against 42 per cent who were female colleagues. Majority (61 per cent) of the participants were between ages 41- 60 years. The highest educational qualification of the respondents showed that 44 per cent of the participants were Bachelor's degree holders. Majority (33 per cent) had 6-10 years' work experience. With respect to marital status of participants, majority (80 per cent) were married. Majority (82 per cent) of the participants also were non- professionals. Demographics of participants show that they are matured and seasoned workers with regard to their age, marital status, working experience and educational qualification.

Table I: Correlation between Work- Family- Conflict and Work Stress

		Work Family Conflict	Work Stress
Spearman's rho	Correlation Coefficient	1.000	0.359**
Work Family Conflict	Sig. (2-tailed)	.	0.000
	N	100	100
Correlation Coefficient		0.359**	1.000

Work Stress	Sig. (2-tailed)	0.00	.
	N	100	100

**. Correlation is significant at the 0.01 level (2-tailed)

Table I reveals the Spearman's rho coefficient (rs), indicating the relationship between work family conflict and work stress is 0.359; p value < 0.05. The result shows that there is a moderate significant positive relationship between work family conflict and work stress of library personnel in University of Lagos, Nigeria.

Table II: Correlation between Family –Work- Conflict and Work Stress

		Family Work Conflict	Work Stress
Spearman's rho Coefficient	Correlation	1.000	0.222*
Family Work Conflict	Sig. (2-tailed)	.	0.027
	N	100	100
Correlation Coefficient		0.222*	1.000
Work Stress	Sig. (2-tailed)	0.027	.
	N	100	100

*. Correlation is significant at the 0.05 level (2-tailed).

Table II shows the Spearman's rho coefficient (rs), indicating that the relationship between family work conflict and work stress is 0.222; p value < 0.05. The result shows that there is a low significant positive relationship between family work conflict and work stress of library personnel in University of Lagos, Nigeria.

Table IIIa: Summary of Analysis of Variance associated with multiple regression on the joint relationship of FWC and WFC with Work Stress

Source of variance	Sum of Squares	Df	Mean Square	F	P-Value
Regression	129.317	2	64.659	5.043	.008[b]
Residual	1243.593	97	12.821		
Total	1372.910	99			

R=0.307, R^2= 0.094, Adjusted R^2=0.076, Std. Error of Estimate=3.58058

a. Dependent Variable: WS

b. Predictors: (Constant), WFC, FWC

The results of multiple regression analysis on the joint relationship of WFC and FWC are presented in Table IIIa. Result revealed the F-value of 5.043 from the two variables and df of 2,97 at 0.008 level of significance ($p < 0.05$). Thus, hypothesis one was rejected. It was concluded that work-family and family-work conflicts jointly related significantly with work stress experienced by library personnel.

Table IIIa also revealed that the multiple regression coefficients R= 0. 307 was obtained when work-family and family-work conflicts jointly relate with work stress. The multiple regression coefficient (R2) otherwise called the coefficient of multiple determination obtained was 0.094, while the adjusted coefficient of multiple determination (Adjusted R^2) is 0.076. Based on the adjusted R^2, it could be deduced that 7.6% of the variations in the work stress among library personnel is attributed to both WFC and FWC.

Table III b: Coefficients indicating Relative Effects of Family-work and work-family conflicts on work stress among library personnel

Explained variable	Unstandardized Coefficients		Standardized Coefficients			Decision
	B	Std. Error	Beta	T	Sig.	
(Constant)	9.575	.923		10.375	.000	
FWC	-.039	.076	-.064	-.520	.604	NS
WFC	.215	.077	.342	2.793	.006	S

a. Dependent Variable: WS

Results on Table III b show that the unstandardized coefficient obtained for B were 9.575, -.039, 0.215 respectively for constant, family-work conflict and work-family conflict. The beta values for family-work conflict are -.064 and 0.342 for work-family conflict. Associated t-values were -.520 and 2,793 respectively for FWC and WFC at 0.000 level of significance ($p<0.05$). Thus WFC independently related significantly with work stress among library personnel while FWC is not a significant predictor of work stress among library personnel.

Discussion

The independent and combined associations of WFC and FWC with the work stress of library personnel were examined in this study. The findings established that work-to-family and family-to-work conflict positively correlates with work stress. This finding supports the WFC model, which believes that stress in one domain can spill over into another (Lambert, Hogan & Altheimer, 2010). The interview finding revealed that most (90%) of the respondents have experienced WFC or FWC. However, 80% felt that they had experienced more WFC than FWC. One respondent commented in support of this result that:

> "In an ideal work environment, you have a fixed closing time. However, when my closing time is altered abruptly, it affects my picking up of my child from school. I recall one day, I had to call my wife to pick up our child from school because instead of closing by 4 p.m., I closed by 6 p.m. When I got home, my wife was furious. Also, during the accreditation of programmes in the library, I worked till I was emotionally and psychologically drained. I was as useless as a wood log when I got home late at night. I had no strength to perform my family duties. I slept off without food".

Another respondent during the interview remarked that:

> "I recall that one day on night shift duty I closed by 10 p.m. On my way home, I was held up in traffic till midnight. My wife became apprehensive and was calling repeatedly to know my whereabouts. At a time, her voice was no longer friendly. The distance I travel to work, the traffic jams, and the time I close on the night shift sometimes create conflict at home".

However, the study found that WFC, compared with FWC, was more strongly and adversely related to the work stress of the respondents. This finding is in line with earlier studies. Panatik et al., 2012) found that the WFC strongly correlates with stress among Peninsular Malaysia employees. Rabenu & Tziner (2015) also found a positive relationship between WFC and stress. Other studies by Allen et al. (2000) & Kluczyk (2013) affirmed that a positive relationship exists between WFC and stress. Similarly, Ugwu (2017) also reported that WFC and FWC jointly related significantly to psychological distress experienced by female bank

employees. Poelmans (2001) noted that work conflict is the most important predictor of work-family conflict, leading to high stress levels and psychological strain.

Other comments from the responses to the interview questions were related to night shift duty and work family conflict. One respondent commented that:

> "Working in the library, especially during night shift duty, working hours fell within the time the children returned from school. I will bring the children to the office if my husband is unavailable. At this time, both the children and my official duty will need my attention. While doing my official assignment, I will also assist the children with their school homework. It is not always easy; it could be very demanding, but I must multitask".

Another respondent added that:

> "During the examination period, I sometimes work morning and night shifts. At that period, I sacrificed my family duties to perform official assignments"

Another respondent stated that:

> "During accreditation of programmes, I was called to be at the office on Saturday and Sunday. After work when I got home, I could not do anything. I could not attend to my children's class work because I normally go through their class work during the weekend. My wife complained that I was not paying attention to the children. Though I was paid for working overtime, no amount of money could quantify my stress".

Overall, the result shows a moderately significant positive relationship between WFC and the work stress of library personnel at the University of Lagos, Nigeria.

Recommendations

These findings have practical implications for both the staff and library management. From a practical perspective, this study found a positive significant relationship between WFC, FWC and work stress. These findings suggest that library management should not overlook WFC and FWC as sources of stress in the lives of library personnel. This could also help practitioners

in librarianship and elsewhere to develop policies and implement best practices to balance work and family and reduce work stress. In the long run, this could strengthen employees' commitment, increase productivity and reduce absenteeism. Library management who understand the dynamics of WFC and FWC will also recognize the sources and signs of conflicts in the workplace. With this knowledge, library management should be repositioned to develop interventions to manage work- family- conflicts and workplace stress to increase performance. Appropriate policies and family friendly programmes that curtail the incidences of WFC and FWC should be developed and implemented. It is hoped that the family and the university will jointly support staff as they go through the challenges of maintaining dual roles (work/family), which has become a growing issue in Nigeria and globally.

Several limitations are related to the current research, constituting possible avenues for future research. First, it could be interesting to construct a measurement scale based on an in-depth qualitative study to measure the impact of WFC on employee turnover and intention to leave among library personnel. Finally, this study did not delineate personnel who had children or how many children from those who did not. It could be interesting to compare those who have children with those who do not. The relationship between WFC and work stress is expected to be even stronger if one has children and the added stressors they bring to the family unit as a whole. Such a comparison would add value to the study.

Conclusion

This study investigated the relationship between WFC, FWC and work stress of library personnel at the University of Lagos, Nigeria. The study established a significant positive relationship between WFC, FWC and the work stress of library personnel at the University of Lagos, Nigeria. However, the study found that FWC is not a significant predictor of work stress among library personnel. In view of the above findings, it can be concluded that when WFC and FWC are reduced, work stress will also be reduced, and library personnel will become more efficient and productive at work. All hands must be on deck to checkmate conflicts and make workplaces harmonious for improved performance and productivity of library personnel.

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