

PERCEIVED SELF-EFFICACY EFFECT AND DEMOGRAPHIC FACTORS IN WORK-FAMILY BALANCE AMONG MANUFACTURING SECTOR EMPLOYEES

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Abstract

Work and family are important domains of life to many individuals with each attracting different roles and expectations. Employees who are able to balance work and family responsibilities have been reported to engage more with their work. However, negative work outcomes may result from conflicts among roles. Therefore, this paper investigated the influence of self-efficacy, gender, job status and length of service on work-life balance among employees in selected manufacturing companies in Nigeria. Participants consisted of 464 (female = 25.9%) employees that were randomly selected from manufacturing companies in Lagos state, Nigeria. Participants completed the Work-Family Balance Questionnaire and Self-Efficacy Scale. Results of the Two-Way ANOVA analyses revealed a between subject significant main effect of job status, [$F(2,455) = 14.35, p < .05, \eta^2 = .059$] and self-efficacy, [$F(2, 455) = 7.501, p < .05, \eta^2 = .032$] on work-family balance. It further showed a between subject significant main effect of gender, [$F(1,458) = 14.68, p < .05, \eta^2 = .031$] and a significant main effect of length of service, [$F(2, 458) = 4.83, p < .05, \eta^2 = .021$] on work-family balance. The study concluded that self-efficacy, job status, length of service and gender influenced the capacity to balance work and family roles among employees of manufacturing companies in Nigeria and thus recommended that management should enable employees to utilize their initiative to an acceptable level to enhance their self-efficacy.

Keywords

gender, job status, length of service, self-efficacy, work-family balance

Introduction

Work and family have been an area of inquiry that has continued to attract significant research attention. These constructs reflect two most common domains of life to many individuals, particularly employed persons who have to juggle between demands from both domains. Work-family balance suggests the ability to find satisfaction between the work and family roles without much interference or conflict. This explains why significant research efforts at the workplace have concentrated on the needs and benefits of work-family balance (Adisa, et al., 2016). Attainment of work-family balance have been found to increase work engagement (Znidarsic & Bernic, 2021; Chernyak-Hai & Tziner, 2016). At the organisational level, the roles of leaders' support, co-workers' support, organizational policies (Znidarsic, et al., 2021) and organizational supplies (Liu, Wang, Li & Zhou, 2019), work interference with family (Ugwu, et al., 2017) in predicting work-family balance have been investigated.

Furthermore, personality variables that associate with work-family balance have also been examined. For instance, Bhalla and Kang (2020) reported that personality variables

predicted work-family balance with openness to experience increasing work-family conflicts as well as facilitation experience. Interestingly, participation in family roles positively associated with work-family balance (Figureroa et al., 2017) while satisfaction with job and family were established antecedents of work-family balance (Alfonso et al., 2020). However, proper time allocation across different work and family domains can facilitate adequate balance (French et al., 2020). Thus, this current study examined the perceived effect of self-efficacy on work-family balance; examined the effects of job status, length of service and gender differences in work-family balance.

Self-efficacy and work-family balance

Self-efficacy, which refers to one's confidence in his ability to have control over themselves and surroundings (Feist, 2013), may influence work-family balance. Studies on the link between self-efficacy and work-family balance are scanty. However, a positive relationship has been established between self-efficacy and work-family balance among public and private employees (Situmorang & Wijayanti, 2017; Akanni & Ajila, 2021). Specifically, participation in family roles have been found to improve self-efficacy (Figureroa et al., 2017). In a related manner, researchers have established an association between self-efficacy and other work outcomes such as engagement (Chan, et al., 2017; Iroegbu, 2015), work performance (Tian, Wang, Zhang & Wen, 2019) and quality of work-life (Mensah & Lebbaeus, 2013). Furthermore, Chan, et al. (2015), established that self-efficacy is a person-cognitive resource that can regulate life outcomes and has sufficiently mediated the link between social support and work-life balance (Akanni, et al., 2021). Based on the direction of argument in literature, we proposed that self-efficacy will influence work-family balance of employees in manufacturing companies who have the responsibilities to satisfy the increasing demands of customers.

Demographic Factors and Work-Family Life

Demographic factors such as gender, length of service and job status of employees in manufacturing companies may also influence their work-family balance. Studies in this regard showed the existence of gender differences (Situmorang & Wijayanti, 2017) in participation in work roles (Figureroa, et al, 2017), influence of length of service (Sarker, Crossman & Chinmeteepituck, 2003) in work-related outcomes. Furthermore, workers with longer years of service may experience higher job satisfaction and better family life compared to those with few years of work experiences (Sarker, et al., 2003). Increasing years (length) of service has also been associated with reduction in work-related injury (Chau, at al., 2010). The roles of job position across work outcomes have been reported. For instance, Akanni, et al. (2018) found no statistically significant difference between junior and senior public employees in work deviance. Given the conflicting positions in literature on the impacts of length of service and job status on work-related outcomes, we propose that demographic (length of service, job status and gender) factors will have significant main effects on work-family balance of employees in manufacturing companies.

With a buoyant domestic demand, the Nigeria manufacturing sector requires employees who are confident in their capacity to attain a suitable balance between work and non-work roles in order to contribute significantly to productivity large enough to meet those demands. However, previous studies have concentrated on the link between self-efficacy and other work outcomes with little research attention on work-life balance among manufacturing sector employees. Given that self-efficacy captures personal resource at the disposal of employees, the objectives of this study are to investigate the influence of self-efficacy on employees' work-

family balance as well as the main and interaction effects of demographic factors such as gender, length of service and job status on work-family balance.

The objectives of the article are to examine the influence of self-efficacy on the work-family balance among manufacturing sector employees, and ascertain the main and interaction effects of gender, length of service and job status on employees' work-family balance.

Method

Participants and procedure

The Academic and Research Committee of the Obafemi Awolowo University, Ile-Ife, Nigeria, granted the approval for the conduct of the study. Data collection were carried out at the selected manufacturing companies in Lagos state, Nigeria. Participants' consent to participate was secured through an independent person by signing the informed consent form while confidentiality and anonymity of responses were also assured. Furthermore, respondents were informed of voluntary participation and free to quit whenever they wish they were no longer interested in the process. Only employees who voluntarily indicated their willingness participated in the study. Participants were contacted during the launch hour for the distribution of the questionnaire and were allowed to bring the same back the following day due to the nature of their jobs. Out of the 500 copies of questionnaire that were distributed, 464 (female = 25.9%) copies, representing 92.8% response rate were eventually utilized for data analyses. Participants' demographic distribution is presented in Table 1.

Measures

Socio-demographic variables: the variables that were examined in the study included in this section were gender, marital status, job status and length of service.

Work-family balance: Participants' work and family balance were assessed through the Work-Family Balance Questionnaire (W-FLQ). It consisted of 12-items that were generated from the literature. Response pattern ranged from 1 (Disagree) to 3 (Agree). The W-FLQ was subjected to a test re-test reliability with a correlation coefficient of 0.69 and a concurrent validity coefficient of 0.71. An internal consistency reliability (alpha) of 0.95 for the total sample was also established for this study.

Self-Efficacy: This was accessed with the self-efficacy scale that was developed by Sherer, Maddox, Mercandante, Prentice-dun, Jacobs and Rogers (1998). It consists of 23 items with a five-point Likert response format ranging from 1 (Disagree) to 5 (Strongly agree). The authors reported a Cronbach alpha internal consistency reliability coefficient of 0.76. Ayodele (1998) also reported a convergent validity coefficient of 0.75 using Nigerian samples. Furthermore, a Cronbach alpha of 0.71 was established for this study.

Data Analysis

The IBM Statistical Package for the Social Science (IBM SPSS-version 25) was utilized for data analyses. The descriptive and inferential statistical analyses were conducted to describe the respondents and test hypotheses for the study. The descriptive statistical tools include the mean, standard deviation, and percentages while the inferential statistical techniques that were used in the study included the Two-Way ANOVA to examine the effects of self-efficacy, gender, job status and length of service on nurses' work-family balance. The partial ETA squared in the analyses enabled the understanding of the relative contributions of each factor in the observed variations.

Results

Table 1: Respondents' socio-demographic characteristics (n=464)

Variable	n	Percentage
Gender Female	120	25.9
Male	344	74.1
Marital Status Single	114	24.6
Married	320	69.0
Divorced	23	5.0
Widowed	3	.6
Single Parenting	4	.9
Job Status Junior	181	39.0
Intermediate	135	29.1
Senior	148	31.9
Length of Service 1 – 10	174	37.5
11 – 20	189	40.7
21 or more	101	21.8

Table 2: A Two-Way factorial ANOVA of the effects of job status and self-efficacy on Work-family balance

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	1123.899 ^a	8	140.487	9.500	.001	.143
Intercept	374990.566	1	374990.566	25357.995	.001	.998
Job Status	424.525	2	212.262	14.354	.001	.059
Self-efficacy	221.844	2	110.922	7.501	.001	.032
JobStat*Selfeff	571.817	4	142.954	9.667	.001	.078
Error	6728.478	455	14.788			
Total	397091.000	464				
Corrected Total	7852.377	463				

a. R Squared = .143 (Adjusted R Squared = .128)

Note: JobStat. = Job Status; Selfeff = Self-efficacy

The results of the 2x3 ANOVA, as presented on Table 2, revealed a between subject significant main effect of job status, $F(2,455) = 14.35$, $p < .05$, $\eta_p^2 = .059$ and a significant main effects of self-efficacy, $F(2, 455) = 7.501$, $p > .05$, $\eta_p^2 = .032$ on work-family balance. It further showed a significant interaction effects between job status and self-efficacy $F(4,463) = 9.79$, $p < .05$, $\eta_p^2 = .078$. The partial ETA squared implies a 78% practical significance of the interaction effects as observed on the Table 2.

Table 3: A Two-Way factorial ANOVA testing the effects of Gender and length of service on work-family balance

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	995.459 ^a	5	199.092	9.500	.001	.127
Intercept	241241.176	1	241241.176	16113.428	.001	.972
Gender	219.765	1	219.765	14.679	.001	.031
Leng of Serv	144.507	2	72.253	4.826	.008	.021
Gender*LengofServ	145.723	2	72.861	4.867	.008	.021
Error	6856.918	458	14.971			
Total	397091.000	464				
Corrected Total	7852.377	463				

a. R Squared = .127 (Adjusted R Squared = .117)

Note: leng of serv. = length of service

Results of the 2x3 ANOVA, as presented on Table 3, showed a between subject a significant main effect of gender, $F(1,458) = 14.68$, $p < .05$, $\eta_p^2 = .031$ and a significant main effect of length of service, $F(2, 458) = 4.83$, $p < .05$, $\eta_p^2 = .021$ on work-family balance. It also revealed a significant interaction effects between gender and length of service, $F(2,458) = 4.87$, $p < .05$, $\eta_p^2 = .021$. The partial ETA squared implies a 21% practical significance of the interaction effects as observed on the Table 4.

Discussion

The study aimed at investigating the main effects of perceived self-efficacy and demographic factors in work-family balance of employees in manufacturing companies. It also examined the interaction effects of perceived self-efficacy and job status as well as between gender and length of service on work-family balance.

Findings revealed that perceived self-efficacy influenced work-family balance. Self-efficacy is personal attribute that can boost individual's capacity to have control on themselves and their environment (Feist, 2013). It is a person-cognitive resource which regulate the links between contextual factors and life outcomes (Chan et al., 2015). This finding agreed with previous studies that established an association between self-efficacy and work-family balance (Situmorang et al., 2017), as well as other work outcomes such as work engagement (Chan et al., 2017; Iroegbu, 2015), work performance (Tian et al., 2019) and quality of work-life (Mensah & Lebbaeus, 2013). This suggests that self-efficacy permits employees to control themselves in other to balance work and family roles. Specifically, when employees participate more in family roles, their capacity to achieve work-family balance improves (Figureroa et al., 2017) as well as their self-efficacy (Alfonso et al., 2020). Employees in the manufacturing sector possess sufficient self-efficacy which enables them to assuredly plan and adjust to work and family demands without much spill over effects. This can be enhanced through proper allocation of time across the two domains (French et al., 2020)

In line with our postulations, demographic factors of job status, length of service and gender were found to influence work-family balance. Past studies have consistently showed gender (Situmorang et al., 2017; Figureroa et al., 2020), length of service (Chau et al., 2010; Sarker et al., 2003) and job status (Akanni et al., 2018) as factors which may influence work

behaviours. Plausibly, employees who have spent longer years might be expected to have learnt appropriate strategies to balance work and family demands. Similarly, being a junior or senior employee could play important role in determining the capacity to balance the demands of work as well as those of the family. Senior workers should have spent quite a number of years with their organisations and thus would be expected to juggle work and family roles better than junior employees.

We also found the interaction effect between perceived self-efficacy and job status to be very strong. Thus, employee's status has impact on their capacity to exert control on their environment (Feist, 2013) and thus boost their capacity to schedule their roles both at home and work front. Hence, job status increases the chance that employees in manufacturing companies will be able to balance work and family life. Furthermore, the interaction effect between gender and length of service was moderate. Thus, the longer an employee worked with an organisation, whether female or male, the higher the likelihood for them to understand their family and work requirements and thus be able to strike a balance between these two domains of life.

Conclusion

The study concluded that perceived self-efficacy and demographic factors of job status, length of service and gender influenced work-family balance of employees in manufacturing sector. However, there is a need for employers in the manufacturing companies in Nigeria to ensure that their employees are encouraged to pay attention to their schedules in order to understand how to exert some degree of control on their environment to balance work and family demands. Opportunities to participate in work scheduling could also help, particularly junior level employees, to carve out time for family routines because inability to do this may impact negatively on their performance. Additional self-efficacy enhancing training may also be relevant to enable employees that are still young in the system to gradually learn on the job. The more knowledge they acquire, the more the belief they have in their capacity to achieve set goals. Consequently, their self-efficacy will improve.

The study is not without any limitation. The self-reported nature of the survey limits that capacity of the researchers to access the felt emotions of the participants. Also, the cross-sectional nature of the survey poses a number of challenges which may limit generalizability. Future studies may consider mediating role of self-efficacy in the link between predictor variables and work-family balance. Also, the qualitative research approach may be used to access the felt emotions of participants.

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Conflict of interest

The researchers declare no conflict of interest.

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