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# INFLUENCE OF WOMEN AND FAMILY-FRIENDLY SUPPORT SERVICES ON WOMEN'S WORK PERFORMANCE IN ORGANIZATIONS

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## Abstract

The Study investigated the Influence of Women and Family-friendly Support Services on Work Performance of female employees in work organizations. A descriptive survey design of Ex-post factor was adopted for this study. A total of 860 participants, drawn from services, manufacturing, and distributive organizations made up sample for the study. Data was collected using four validated instruments. These were Women-Friendly Support Inventory (WFSI), Family-Friendly Support Inventory (FFSI), Work Performance Rating Scale 1 and 2 (WPRS 1 and WPRS 2). One way ANOVA was used to analyze data at 0.05 level of significance. Findings revealed that there was significant difference between work performance of participants ( $P < .05$ ) who enjoyed women and family-friendly support services ( $X = 101.1$ ) and those who did not ( $X = 96.3$ ); there was no significant difference ( $P > .05$ ) in work performance of married participants ( $X = 99.6$ ) and single participants ( $X = 99.5$ ) who enjoyed women-friendly support services. Work performance of single and married female workers who benefited from family-friendly support services differed significantly ( $F_{(2,845)} = 23.1; p < .05$ ).

## Introduction

Female workers face role ambiguity, challenges, burdens, and need in the course of combining family and work roles. These inhibit organizational work performance. Ironically, organizations are harnessing the totality of human potential for work performance including women's expertise. Women and family-friendly support services (WFSS and FFSS), which take care of "distractions" peculiar to female workers, have been identified as influencing work performance. This study investigated the significant difference between work performance of beneficiaries and non-beneficiaries of women and family-friendly support services in work organizations.

In organizations as in society, the human specie is made up of women and men both of whom have laboured together for the survival of their societies for many centuries, even as it is to the present day. Nevertheless, there are sharp disparities in status and in welfare between women and men in most countries (World Bank Bulletin, 1999). Whereas both men and women play substantial economic roles in Africa, gender is an important principle in determining the division of labour. Women and men are not equally active in the productive sector (World Bank 1998).

Organizations came into focus because men and women learnt the value of working together. Human kind has realized that, if they joined forces, they could accomplish more. The idea of working with one's 'neighbours' for the common good became widespread because of same reason. While working together of persons in organizations is often efficient, productive and rewarding, it may sometimes produce frustration, oppression and stagnation (Hicks &Guillet,1997). It is to this end that this research focused on an aspect of organizational life that bothers on a motivational trend to the end that such would encourage efficiency evidenced in work performance of female organizational members.

Individuals become members of organizations to satisfy personal goals. Persons join organizations in order to satisfy their personal objectives. Persons find that organizations allow them to achieve goals that they cannot achieve alone. Individuals, in turn, are expected to make certain contributions to the organization. Some of such contributions are time, talent, effort, and money (Hicks &Gullet, 1997).

All persons that make up organizations have needs or wants that they seek to satisfy working in the organization. (To be alive is to have unsatisfied needs). Such needs are directed towards goals. Goals are ways of satisfying those needs that are within. Needs could be basic, such as physiological, safety or belongingness needs; or they could be higher order needs such as self-esteem, self - actualization, achievement needs, or need for power.

An exchange relationship, in effect, exists between the individual and the organization. The individual expects his/her rewards to exceed the demand made upon him or her. At the same time, the organization expects the individual's contribution to outweigh the cost of keeping him in the organization. Nevertheless, in a successful exchange relationship, both the individual and the organization perceive the benefits of the association as outweighing

its costs. At the same time, personal objectives are all important to the formation and maintenance of organizations because, without the persons (objectives) that made up the organization, in the first instance, organizations could not be formed. Both the individual and organization have mutual expectation of each other.

A brief look at women's needs in organizations is necessary preamble to successful relationship between individual woman and work organization. Such a successful relationship is the result of an on-going accommodative process. Work organizations must meet peculiar needs of women that are employed in them, especially needs which men do not have. United States Agency for International Development (USAID) report has it that '... women grow at least 50 percent of the world's food and as much as 80 percent in some African counties (USAID, 1991, p.30), while continuing to bear full responsibility for the household maintenance'. The description of women's work in a developing country could easily characterize the life of a peasant woman in the middle- ages. In organization, the lifestyle of an average woman, for instance in Nicaragua, provides a heart-rending account of a normal day in the life of a female garment worker. Rising at 3.00a.m; she washes clothes, cooks the family breakfast, and dresses the younger children. Off to work at 5.00a.m.; she returns at 5.00p.m to shop, clean, cook supper, and nurture her family. Bedtime is no earlier than 10.00p.m. Far less than five hours sleep before another grueling day. (Perez - Aleman, 1992). While this report may be true of some women to its details and not entirely true of other women to its details, it is certain that women experience role overload while combining work and family roles.

Roles in the family tend to distract women when performing the work that they do in organizations. As a result, women need to be assisted in family and household maintenance responsibilities as well as child and elder care duties, so as to enable them perform maximally in their role in organizations. Society must find a way to lighten women's unequal burden of domestic labour and women must have equitable access to society's productive resources (Hager, 1993). When we have achieved a better distribution of gender responsibilities and gender allocated resources, women will participate fully in their economy and more fully enjoy the life they choose to live. [Hager, 1993]. Very importantly, their potential will be fully harnessed side by side with those of men in work

organization, thereby enriching organizational life, human resources, performance, productivity, and development.

Needs that women face for equitable access to productive resources in organization, when turned into goals by organizations, enhance motivation in them to perform in organizations. The need for full participation in the decision-making process in the organization; need for education as imperative productive resource for enhancing women's performance in work organization; need to address peculiar health issues of women in them which men do not face; and organization's need to address the work - stress status of women in relation to gender, to enhance work performance are some of these. Others include, need to harness women's potential alongside men's resources in organization, to enhance work performance; need to address gender bias on tax issues; need for equitable distribution to gender responsibilities at work and in the family, to enhance work performance in organization. There is need for organization to remove the traditional "glass-ceiling" concept in management in organization, to enhance work performance. Organizations need also to equip women with mentors.

Families have needs which when addressed, can motivate female employees-in-families to perform better in work organization. Such include need

of provision of work-place facility for schooling of employees' children (nursery, day care inclusive); need to promote own health care service to cater for employees' family members' health needs; close zoning of residential and business activities for female employees' effectiveness at work; need for recreational facility which employees' families can access easily and belongingly; shopping facilities for employees' families to be met through provision and close zoning; and balancing work and family through other ideas which organizations allow employees to come up with by way of suggestions from them.

It is necessary to turn these 'needs' into goals in organizations. Organizations could then embed those goals created by the needs into company / organization's own goals/policies. This would, in turn, make for a healthy exchange relationship between individual and work organization. Besides, it is obvious that, sometime, as oral reports have it, working women have been

embarrassed through castigation in work places by the male (and sometimes female) boss in the child bearing and rearing years of life.

The boss complains in subtlety about ineffectiveness of the working women at work. He complains about lateness and/or irregular attendance of the woman-with-children that attend to child care – related demands at the work place, often, at that phase of life. Organizations ought to look into ways of lifting up burdens of child care through provision of health care facilities, schools and crèches in them. Humiliation and imposition of guilt feelings on the female employee do not indicate an exchange relationship between organizations' goals and individuals' needs and perceived goals. Such humiliation is based on real or perceived interference of allegiance to work organization by allegiance to home and reproductive responsibilities of female employees.

An uninteresting but familiar trend that women [including undergraduate female students who doubles as nursing mothers] bring babies along to work places and academic environments for a season, for lack of where to keep them while at work (in order to be regular at work or for lectures) poses a need. It is a well-known fact in quite a few places in Nigeria that women are easily prone to 'victimization' by their bosses owing to the fact that they are women, when it comes to being advanced into leadership positions in work organization at the same time they are due for such with their male equals. Other needs present themselves by way of women's stigmatization and perception as being not too effective in organization in their child bearing and rearing years. Excuses are given for reasons why women are sentenced to secondary positions in the child bearing and rearing years of life, instead of addressing their peculiar health and psychological needs, in order to be able to harness their 'brain' potential and skills fully for work performance and invariable development. Such excuses include: "she cannot cope at work, on health grounds, in pregnancy"; "allegiance to her home will interfere with smooth running of things if employed by organization"; "she does not possess the stamina it takes to cope with the rigours of work".

Instead of such general uncultured biases, society and organization can lend a helping hand by assisting women to perform their productive and reproductive roles hand-in-hand. Both are inevitable in contemporary organization which they work for. Support services that are varied and that are women and family-friendly can come handy. Such initiatives are on the increase in

many organizations globally. Examples of family-friendly support services include home based teleworking or working from home, child and elder daycare facilities, flexible working hours, compressed working week, and job sharing policies. Women-friendly initiative, on the other hand, include mentoring, on-the-job training, access to decision-making process, removal of glass-ceiling concept in management, access to assistance on peculiar women's health needs, equitable distribution to gender responsibilities, close zoning of work, residence and shopping facilities. In addition, studies abound and are on the increase on the challenges that women face in their bid to combine work and family role. (Salami, 2005; Odejide, 2003; Hassan, 2003; Aremu and Adedaja, 1999; Thomas and Ganster 1995 are a few of many such studies). Such studies border on work life balance, work/family conflict, organizational conflict, and women's health. Results of these studies continue to provoke research on work-family balance issues and work performance, which the present study is all about. These are a few of many such studies.

Big organizations within and outside Nigeria, have in-house staff schools, crèches, health-care services, shopping and recreational facilities. Examples within Nigeria, of such organizations are federal-owned institutions, such as Universities and their teaching hospitals; the International Institute for Tropical Agriculture (I.I.T.A), the Nigeria National Petroleum Corporation (NNPC) and federal-owned steel companies, to mention a few in Nigeria. Women who work in these organization can be much more focused at work than those in other organizations because most of 'co-curricular' activity facilities that would come very handy are present in the work environment, leaving them with fewer hassles or non at all, but their work organization focus.

Organizations may perceive women as a burden, along with their family problems. They either lose their women's potential to other organizations or render them inferior to their male counterparts, allowing their potential to waste. Unstructured forms of women and family-friendly initiatives found in society are privately-owned business ventures, assisting women in some ways to focus at the work they do. Elder care facilities which elderly dependant members of families can harness during work hours are rare in the southwestern part of Nigeria. It is hoped that the result of this study would assist in bringing society to awareness on need for more structured forms of in-house women and family-friendly

initiatives by organizations. An employee whose domestic needs are met while working for an organization will be motivated to contribute to her employer, the work organization, much more than she otherwise would have done.

Scanty evidence exists of structured forms of support services like elder daycare services. Day-care and breast-feeding centers, which allows mothers to breast-feed their babies at requested intervals while at work. This is also an initiative that allows babies/toddlers to receive adequate care while mothers work.

Dynamic organizational changes characterize today's business world. Organizations of the 21<sup>st</sup> century are more competitive than those in preceeding decades. This is true in Nigeria, as it is globally. Nigeria has experienced an increased movement of women into paid employment in the last three decades. As a result, a dual career family, which is a variation of the nuclear family, is on the increase. In dual career families, both spouses pursue a life-long career, developing a family life that often includes children. Work family conflicts that women experience as they try to combine work and family roles often results in work family stress of spouses.

Ironically, female working members of work organizations are expected to perform as much as their male counterparts, even though they are centre figures in the family, without whom families cannot survive. Hager (1993) implies that the vast majority of female working members of organizations do not succeed at performing tops in organizations side by side with doing well in their family roles because society and organizations do not understand and address their needs in the family framework from which most of them operate in organization.

Role conflict is apparent as female employees combine work and family roles from the picture painted above. Role conflict and role overload must be resolved if female employees' potentials are to be maximally harnessed and not lay wasted in and by organization: Organizations ought to support female employees by alleviating work/family burdens so that women become more capable of focusing adequately at work. It is to this end that the researcher has conceived of the concept 'women and family-friendly support services' capable of alleviating work family burdens. Such support services will come handy in alleviating role conflict, on the one hand, and in assisting women on work focus, on the other. Such support



initiatives should be enforced in and by organizations of the 21st Century, if they must survive.

If support initiatives that are both women and family-friendly are overlooked in and by organizations, work performance of female employees will be adversely affected in the organization. Without a way out to lighten unequal burden of domestic labour, the female worker, in an attempt to perform organizational roles effectively, often forfeits performing effectively in her family roles. An attempt to perform very well in both work and family often results in stress when the female employee is not assisted in her care giving responsibilities and work roles.

In essence, women and family-friendly support services assists working women to reconcile apparent role conflicts which they face as they effectively seek to combine work and family roles. If enforced in and by organization and society, female employees would be able to enjoy work family balance and live more productive lives. They will then be able to contribute to development when empowered with equitable access to organization's productive resources.

Women and family-friendly support services, a combination of women-friendly support services (WFSS) and family-friendly support services (FFSS) assists female workers to better manage conflicts that stem from the needs they face, the burdens they bear, and role ambiguity challenges faced as they combine work and family roles. WFSS are initiatives that are sensitive to the needs of women in an organization. They are friendly in outlook as well as supportive in nature. They assist women to surmount inhibitions on gender roles and gender discrimination at work, enabling women assume their proper positions in the development process. Examples of WFSS include mentoring, on-the-job training, access to decision-making process, removal of traditional glass-ceiling concept, advancement to management position and support on health aids on peculiar women's health needs, equitable distribution to gender responsibilities, close zoning of work place to residence and shopping facilities.

Family-Friendly Support Services are initiatives that are family sensitive, friendly and supportive, alleviating work-family burdens and assisting women-in-families to cope well in their family roles. They assist women to cope in work organizational role. Family-friendly support services are aimed at work performance focus and family adjustment so as to generate commitment to work. Example of FFSS include, child and elder daycare services, schooling facilities for staff children in organization, crèches and breast-feeding centres,

flexible working hours, compressed working week, job-sharing policies, workplace health-care aids for employees' families and residential, shopping and recreational facilities. FFSS aim at supporting workplace employee to overcome distractions of domestic and family responsibilities that inhibit work performance.

In some cases women readily perform well on their assignment in work organizations without depending on much external support of some sort or care giving in meeting demands placed on them as homemakers, who also work outside the home setting. Despite their workload, such women are still able to contribute substantially to development. Yet it seems that a vast majority of women need quite some sort of assistance in home-based care giving responsibility in the family to be able to cope with and focus on work with its attendant organizational challenges and work performance, owing to the nature of role overload at work and in the family. Many women, because of role overload challenges find it difficult to aspire to more senior positions in organizations for these reasons. It is for these reasons that a look at the recommendations of ILO's Workers with Family Responsibilities Convention, 1981, is necessary.

In consonance with meeting needs created from conflicts stemming from women's work and family responsibilities with regards to work performance, the ILO Convention's recommendation (which has been ratified by 31 countries as at 30 June 2000), covers many areas in which measures taken is aimed at reducing the level of stress encountered by workers with family responsibilities. Such areas include: the provision of child-care facilities; the reduction of hours of work; the reduction of overtime and the introduction of more flexible arrangements in relation to work schedules; rest periods and holidays; adequate regulation and supervision of the terms and conditions of part-time workers; temporary workers and home workers; many of whom have family responsibilities; the possibility for either parent to take parental leave, during the period immediately following maternity leave, without loss of job or employment rights, and the availability of leave of absence to care for a sick child or family member.

A close look at some of the Women-friendly support services(WFSS) itemized in this article, as well as the Family-friendly support services(FFSS) show that the components they are made of are in consonance with these recommendations. In planning policies and programmes, organizations are to take

cognizance of these measures which ought to be taken care of to facilitate the lives of their workers and therefore reduce the level of stress encountered by the employees with family responsibilities. Work family conflicts are the difficulty of balancing work and family caused by institutionalization of job structures that are unresponsive to workers' care giving responsibilities and household community structures that excessively privatize child-rearing responsibilities (Glass, 2000). Organizations must view women's roles from the family framework in which a very great majority of women live (Hager, 1993) and support them from that vantage point.

Ironically, organizations are not harnessing the totality of human potential for work performance including women's expertise, the latter being special information possessed by women and valued by organization (Johns, 1996). Women and family-friendly support services have been identified as influencing performance by taking care of "distractions" on organizational focus, caused by institutionalization of job structures which are unresponsive to workers care-giving responsibilities. Women's interests ought to be taken into consideration since they directly positively or adversely affect work schedule and more importantly work performance.

### Methodology

#### Participants -Sample and sampling Method.

Deriving from a larger study on the influence of Women -and family -friendly Support Services on Work performance of female employees and work organizations, carried out by the researcher, a population sample of eight hundred and sixty (860) participants were selected from manufacturing distributive and services organization. The design adopted for this study is an ex-post facto descriptive survey design. The strata of work organizations from which random selection was made included services organizations such as banks, state and federal universities, tertiary institutions, hospitals, secondary schools, state ministries and oil companies. Manufacturing organizations like U.A.C foods, Unilever Nigeria PLC and Nigeria Breweries. Distributive organizations included those like Medicomat Nig Ltd, Simbabe boutique, 7UP Nigeria Bottling Company, Duro Waters, Agip Oil Company, and Mobil Oil Company. Stratified random sampling was used in selecting participants. 30 instruments were administered to prospective participants in each of the 30 organizations in the first instance; again, 10 instruments were administered to prospective participants in each of another 52

organizations. Collectively, 1,420 instruments were administered to prospective participants from 82 work organizations.

Nevertheless, a total of 860 copies of the instruments were retrieved in all the three states, making the sample size an 860-participant – sample size and the mortality attrition 38.6%.

#### **Instrumentation**

The instruments used in this study were Women-Friendly Support Inventory (WFSI), Family-Friendly Support Inventory (FFSI), Work Performance Rating Scale 1 and Work Performance Rating Scale 2 (WPRS 1 & 2). These instruments were used to measure the influence of women and family-friendly support services on work performance of female workers. Both the Women-and Family-friendly Support Inventories—designed by the researcher—were used to tease out information on the type of support services available to participants in their workplaces. Both the WFSI and FFSI is made up of fifteen (15) items, laid on a Likert scale with four response options ranging from Strongly Agree (A = 4) to Strongly Disagree (SD = 1). An example of an item on the WFSI scale is “I share equal access to productive resources in the organization as my male equals”. “My children attend a nursery/primary school located inside the organization” is an example of items on FFSI. The WFSI and FFSI has internal consistency reliability coefficient of 0.57 and 0.53 respectively. Both the WFSI and FFSI were validated after scrutiny by test development experts. Three summary areas have been identified in the researcher’s summary of each of the WFSI and the FFSI: WFSI dwell on issues on women supportiveness, access to decision making in organization and benefits from organization FFSI entail issues on organization’s, spouse’s or society’s assistance on domestic burdens; organization’s assistance on burdens of child-care and organization’s assistance on work family burdens.

The WPRS, originally designed as Teacher’s Performance Rating Scale (TPRS) by Okhawere (1998) but adapted by the researcher to meet the need of this study as WPRS 1. It permits supervising officers of the participants in the study to rate participants in regard to work performance. Such work aspects assessed by supervising officers/superiors included “enthusiasm,” “organization”, “foresight”, “reliability under pressure”, “punctuality and regularity”, “efficiency”, “application of professional knowledge”, “expression on paper”, “oral expression”, “resourcefulness”,

"emotionality", "acceptance of responsibility", "relations with the public and with colleagues", and "judgement and effectiveness".

The WPRS 1 is designed on a Likert scale with four response options: "Excellent performance = 4, good performance = 3, Fair performance = 2, Poor performance = 1". Content validity of the instrument was established, being correlated with scores from an appraisal form (Behaviours) devised by Pitts (1995) and a correlation co-efficient,  $r = .70$  was obtained with samples from a study by Salami and Aleshinloye (2004). After modifying the instrument to meet the need of the present study in work organization, the researcher found an internal consistency reliability coefficient to be 0.92, using the Flanagan formula to calculate the same. The scale has been administered on fifty female workers in work organizations, which included university lecturers, school teachers, nurses and hospital workers.

The Work Performance Rating Scale 2 (WPRS 2) was designed by the researcher. The items on the scale cover areas reviewed in the literature on this study. This instrument consists of eighteen (18) items on 'Self -Rating of Performance of participants' in organization relevant to aspects of "communication", "information", "participation", "task understanding", "skills level", "aptitude" as well as "motivation to perform". The WPRS is laid out on a likert scale with four response options, ranging from Strongly Agree (SA = 4) to Strongly Disagree (SD = 1). The Flanagan formula was used by the researcher in finding the internal consistency reliability. This was done following a pilot study that the researcher conducted, administering the scale on fifty workers across organizations. Internal consistency reliability was found to be 0.67. The WPRS2 was validated after scrutiny by a test development expert.

## Results

Data was subjected to analyses using the statistical packages for the social sciences (SPSS), version no.6. Descriptive statistics on work performance of participants derived from statistical computation after data analyses is shown in Tables 1, 2, and 3 analyses of variance on work performance of single and married beneficiaries of both support services.

**Table 1:** Descriptive statistics on work performance of beneficiaries and non beneficiaries of women and family friendly support services

Source of Variation	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Not Enjoying FFSS & WFSS	312	96.34	10.729	.607	95.14	97.53	48	120
Enjoying FFSS & WFSS	548	101.14	9.398	.401	100.35	101.93	60	126
Total	860	99.40	10.161	.346	98.72	100.08	48	126

Table 1 shows the descriptive statistic on work performance of workers enjoying women and family friendly support services and those who do not enjoy both support services. The mean value for beneficiaries of WFSS and FFSS is ( $X=101.1$ ), while the mean value for workers benefiting from either of the two support services is ( $X=96.3$ ). Work performance ( $P<.05$ ) of those who enjoyed women and family-friendly support services ( $X = 101.1$ ) significantly differs from work performance of those who did not ( $X = 96.3$ ). Work performance ( $P<.05$ ) of women who enjoyed FFSS ( $X = 101.1$ ) differs significantly from work performance of those who did not ( $X = 96.3$ ). Work performance ( $P<.05$ ) of workers who enjoyed only WFSS ( $X = 99.51$ ) significantly differs from work performance of those who did not ( $X = 90.10$ ).

Table 2: Analysis of variance of work performance of single and married beneficiaries of FFSS

Source of Variation	Sum of Squares	Df	Mean square	F	Sig of F	Remark
Main Effect	4394.483	2	217.242	23.109	.000	S
Marital status	.985	1	.985	.010	.919	NS
Family friendly	4393.498	1	4393.498	46.207	.000	S
2-way Interactions	.199	1	.199	.002	.964	NS
Marital Status X Family friendly	.199	1	.199	.002	.964	NS
Explained	4394.682	3	1464.894	15.406	.000	S
Residual	80060.080	842	95.083			
Total	84454.761	845	99.946			

\*NS - Not significant at .05 level of significance \*S - significant at .05 level of significance

The results in Table 2 indicate that there is no significant influence of marital status on the work performance of workers benefiting from family-friendly support services. This is to say that, work performance of single and married workers who benefited from family-friendly support services ( $F_{(1,842)} = .01, p > .05$ ) did not differ significantly.

Table 3: Analysis of variance on work performance of single and married beneficiaries of WFSS

Source of Variation	Sum of Squares	Df	Mean square	F	Sig of F	Remarks
Main Effect	63.476	2	31.738	.318	.728	NS
Single/Married	.985	1	.985	.010	.921	NS
Women-Friendly	62.491	1	62.491	.625	.429	NS
2-way Interactions	252.635	1	252.635	2.528	.112	NS
Single/ Married X Women-friendly	252.635	1	252.635	2.528	.112	NS
Explained	316.111	3	105.370	1.054	.368	NS
Residual	84138.650	842	99.927			
Total	84454.761	845	99.946			

NS - Not significant at 0.05 level of significance. S - Significant at 0.05 level of significance

Results in Table 3 indicate there is no significant difference between the work performance of single and married workers who benefited from women-friendly support services ( $F_{(1,842)} = .01, p > .05$ ) in the organizations studied.

## Discussion

Workers who enjoyed both women and family-friendly support services performed better at work than those who did not enjoy both of the support services. A significant difference between work performance of workers who benefited from both women- and family-friendly support services and those who did not, was found. Those who enjoyed both support services performed significantly better at work than those who did not. Results further revealed that women who were beneficiaries of both women and family-friendly support services performed significantly higher at work than those who did not. This compares with the study by Biernat and Swortman (1991) in which a sample of 139 married couples with young children (couple of relatively equal career status- wives were university professors and husbands, businessmen) were interviewed. Though



the women were more self-critical than were the men about their performance and home roles, women's role performance was rated higher by husbands than by themselves.

This is corroborated with the study of Hansel (1991), who researched on performance of female faculty and conditions surrounding their recommendation to ease work/family conflicts. Again this is similar to evidence from Appelbaum, Bailey, Berg and Kalleberg (2000), who found a significant difference between support services and work performance of beneficiaries of such services that were women and family friendly. A possible explanation for this significant difference is that women who enjoy both FFSS and WFSS tend to be more apt to exhibit organizational focus since their work-family balance is ensured on their enjoying both women and family support; hence their high performance. However, one could generally infer that work performance of employees who enjoy WFSS and FFSS differ significantly. Women who benefited from WFSS and FFSS performed significantly higher than women who benefited from either of the two support services in organizations.

Single and married workers who benefit from FFSS performed similarly at work. Results revealed that there is no significant difference between work performance of single and that of married beneficiaries of FFSS. This finding is in contrast to the findings by Thomas and Ganster (1995), who cited Bohlen and Viveros-Long (1981) in addition, on support services that are family-friendly, which also addressed the needs of single, childless adults, noting that meeting needs of such childless single adults is easier than those of complex demands of working parents. They noted that the simpler the family circumstances of employees, the more **relative** impact a little control seems to have in helping them balance work and family. Policy changes, they continue, must provide employees enough control of job or home life to be viewed as supportive. This finding is similar to the finding by Pavetti (1997) who noted no significant difference between employment performance of married and that of single beneficiaries of welfare.

A possible explanation for no significant difference between work performance of single and that of married workers benefiting from FFSS, in this study, is that both married and single workers are susceptible to work-family conflict distractions, necessitating FFSS on organizational work performance, most probably because they all have roles to play in the family that interfere with roles at work. Work performance of single and that of married women

benefiting from FFSS differing significantly may be due to different types and levels of work-family conflicts necessitating FFSS, relating to being married with a family or being single with family (as in female headed households, single parent household, divorced, separated or unmarried) responsibility.

Single and married workers who benefited from WFSS performed similarly at work. A significant difference is revealed by results on work performance of single and married participants benefiting from WFSS. This is in contrast to the result of the study by Bella and Toutkoushian (1999), which linked research to productivity variation and output among other factors, influenced by marital status. It could be inferred from the results that work performance of single and that of married participants benefiting from WFSS in that do not differ significantly and may be due to the fact that being married or single does not alter the inherent tendency for work performance once driven or motivated to work hard through women supportive services. This finding is in contrast to the finding in the study by Pavetti (1997), who found a non significant difference in employment performance of single and that of married beneficiaries of services that are women friendly.

A possible explanation for similarity in work performance of single and that of married workers who benefited from WFSS is that the WFSS focuses on self-actualization of women at work, more or less. Since being single or married does not erase that inherent drive to be fulfilled in women, it is not surprising that both single and married women, who have been exposed to the WFSS, perform the same way at work. It was concluded, therefore, that in organizations there exists no significant difference between work performance of single and that of married women benefiting from WFSS.

### Implications of the Study

The study confirms that women and family-friendly support services enhanced work performance of female workers in organizations. WFSS and FFSS influence work performance of participants, apart from positively impacting on the self-image, self worth and adjustment of female employees to work-family balance. Providing FFSS positively influence worker's spouse and children.

Similarly, providing WFSS positively impacts on the self-esteem and motivation of the female worker to perform at work. In

addition, it invariably positively influences women's participation in decision-making and in development. Providing Women-friendly support services and Family-friendly support services motivates work performance of female workers in organization. Nevertheless being single or married, do not affect work performance of beneficiaries of the support services.

The findings from this study have implications for policy makers, suggesting the need to implement policies that are women and family friendly in organizations. Other stakeholders need to work hand-in-hand with these organizations for the purpose of putting forth modalities for the establishment of WFSS and FFSS for the welfare of their workers. Employers' union, professional association, advocacy groups, government and committees have roles to play in integrating work and family life, and none of them can solve this problem alone (Bailyn, Drago and Kochan, 2001).

\* The idea of "Women and Family-friendly Support Services" were conceived and named by the researcher

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