

THE EFFECT OF WORK-HOME INTERACTION ON MANAGERS' ATTITUDE TO WORK

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ABSTRACT

The study was aimed at examining the effects of work-home interaction on the attitude of managers at work. A three-dimensional (ABC) index of attitude was adopted to reflect the affective, behavioural and cognitive components. Eighty respondents were judgmentally drawn from 24 different organizations in Owerri, Imo State and a multiple correlation using the version 20.0 of the statistical package for social sciences (SPSS) was applied for analysis. The results showed Pearson r 's of 0.543, 0.606 and 0.600 for affective index (emotions), behavioural index and cognitive index respectively. These indicate a fairly strong relationship between work-home interaction, and emotions, behavior and cognition of managers at work. Based on these findings, it was recommended that since load effects get lesser when communicated to a more experienced individual, managers can combat negative home-work spillovers by confiding in someone with a broader experience and emotional stability among others.

Keywords: Work-home interaction, attitude.

Introduction

The subject of work-home interaction (WHI) has gained widespread publicity and has been subjected to an increasing number of investigations in recent times. Obviously, two of the central and salient domains in the life of an employed individual are work and home. Many researchers have sought different ways to explain the integration of work and home responsibilities. To integrate these two domains is becoming increasingly difficult due to changes that have taken place both in the composition of the workforce and in the nature of work. Dua & Stough (2009) indentify the transformations that have changed the nature of work over the past two decades to include increased domestic and international competition, restructuring, downsizing, outsourcing, reduction in government funding, changes in management style, lay-offs, mergers, rapidly changing technology as well as demands for high quality products and services. Recently, in Nigeria, striking changes have occurred. High unemployment rates have become problematic, particularly, for employees, placing pressure on them to work harder and for feelings of uncertainty about the security of their jobs.

The most widely cited definition of work-home interaction is that of Greanhaus Beutell (1995) which defines the concept as a form of inter-role in which role pressure from the work and family domains are mutually dependent. The two authors identified two types of interaction- positive and negative. Positive interaction leads to positive outcomes at both home and office. That is, a positive outcome in the home brings about positive job outcomes like improved performance, high motivation, job satisfaction and employee loyalty (Greehaus & Beutell, 1995). Obviously, positive outcomes are not supposed to relate inversely with the

attitude of managers at work, which this article intends to study. A negative home outcome such as work overload, conflict, unsettled bills, quarrels, home hazards (e.g. fire, disease, accidents, etc), heavy debt, etc, affects those individuals involved, through a set of psychological reactions that are manifested in behavior first, at home where it occurs and secondly, when such negative influence is allowed to infiltrate work in the organization, negative job outcomes begin to manifest, such as reduced performance, low motivation, job dissatisfaction and employee disloyalty. On the part of managers, this reflects attitudinal manifestations such as emotions, behavior and cognition.

A model of attitude constructed by Hude and Lomat (1998) in the book “behaviourally based attitude”, identifies three components of attitude- affective (A), behavioural (B) and cognitive (C) component. This is the ABC model of attitude cited by many writers. Since our logical reasoning back-up by empirical evidence has demonstrated that work-home interaction affects the attitude of the individuals involved, the researcher deems it fit to examine the effects of Work-Home Interaction on the three component of attitude. Hude & Lomat (1988) observed a positive relationship between WHI and attitude towards work. Sumadick observed a strong positive correlation between WHI and emotion affecting and a weak correlation between WHI and cognitive ability. Geurts (2015) has a divergent view when he finds out that most workers who won huge sums at lotteries or gambles (positive home reactions) actually take work less seriously and exhibit low motivation to work (negative work outcome). This indicates a clear negative correlation between WHI and attitude towards work. This work investigates the effects of WHI on the attitude (emotion, behavior, cognition) of managers at work.

Statement of the Problem

One major fact that motivated this study is the rapidly changing work environment which has saddled managers with greater work responsibilities, coupled with home responsibilities which are also multiplying at high rates, placing a dualities of pressures on the managers. There is the need to empirically examine the Work-Home Interactions as a first step toward taking control over them. Secondly, WHI has hardly been researched upon in Nigeria background. The scanty information on the subject are all foreign-based. Developing economies like Nigeria and the rest of Africa have management challenges more than advanced economies. Issues that mount pressures on managers at this vital stage of development are worth-investigating.

Thirdly, if WHI is impacting on managers’ attitude towards work, it is as well taking its toll on employees, who, theoretically would be more vulnerable than managers. This is a challenge to managers and to grapple with this challenges, the issue has to be examined on managers first. Moreover, hardly does human resources management as though in Nigeria institutions lay any emphasis on WHI. There is a need to develop the subject empirically and theoretically, so as to incorporate it into the Human Resources Management Curriculum.

Objectives of the Study

The study was aimed at examining the effects of Work-Home Interaction on the attitude of managers at work. The objectives therefore were to determine the effects of Work-Home Interaction on various indices of attitude, as stated thus:

1. To determine the effects of work-home interaction on managers' emotions at work.
2. To determine the effects of work-home interaction on managers' behavior at work.
3. To determine the effects of work-home interaction on managers' cognitive ability at work.

Research Questions

In line with the objectives of the study, the following are the research questions.

1. What are the effects of work-home interaction on managers' emotion at work?
2. What are the effects of work-home interaction on managers' behavior at work?
3. What are the effects of work-home interaction on managers' cognitive ability at work?

Research Hypotheses

The following hypotheses guided the study

- H₀₁:** There is no significant relationship between Work-Home interaction and emotion of managers at work.
- H₀₂:** There is no significant relationship between work-home interaction and behavior of managers at work.
- H₀₃:** There is no significant relationship between work-home interaction and cognitive ability of managers at work.

Scope of the Study

i. Subject scope:

The study dwells on examining the effects of work-home interaction on the attitude of managers. It covers an analysis of work-home interaction into four typologies namely' positive work-home interaction, positive home-work interaction, negative work-home interaction and negative home-work interaction. Attitude of managers at work was examined from three perspectives: emotions, behavior and cognition. Work-Home Interaction was correlated with each index of attitude.

ii. Geographic scope:

Owerri was the area of study. It is the capital of Imo State, located South-East of Nigeria. It is made up of three local government areas of Owerri Municipal, Owerri West and Owerri North. Business organizations in the three LGAs were covered in the study. Owerri is a fast developing state capital with a diversity of domestic and foreign organizations.

iii. Time scope:

The time covered in the study was the period during which the managers had been in office. This varied from three years to above twenty years, with an average of 11.5 years. It is believed that this period was long enough to capture all relevant interaction of the manager with their home and office domains.

Literature Review

Conceptual Review

The fundamental concepts reviewed in this section are work-home interaction (WHI), Home-Work Interaction (HWI), positive Work-Home Interaction (WHI⁺), positive Home-Work

Interaction (HWI⁺), negative Work-Home interaction (WHI⁻) and negative Home-Work Interaction (HWI⁻), concept of attitude, components of attitude; affective components (A), behavioural component (B) and cognitive component (C). The following is the conceptual model.

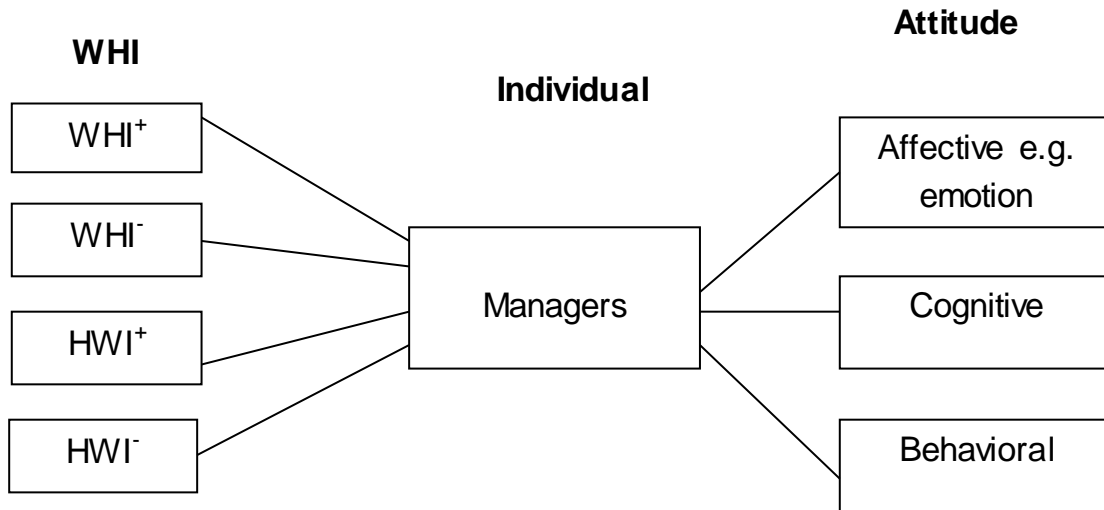


Fig. 1 Conceptual Model of the Study
 (Source: Survey, 2016).

Work-Home Interaction (WHI)

Greenhaus & Beutell (1995) define WHI as an inter-role in which role pressure from work and family domains are mutually dependent. It is an interplay of home and office reactions. It is a description of the relationship between what happens in the home and what happens in the office; and how these affect each other. Geurts (2005) investigated the total spectrum of work-home interaction, defining it as not only a process of interaction between both work and home. But also more specifically, as an interactive process in which a worker’s functioning in one domain is influenced by either positive or negative load effects that have built up in the other domain. This definition suggests that any interference that occurs between the two domains can take place in both directions so that they might influence each other in a negative or positive way.

Typology

Based on the works of Geurts (2005) and Sumadich (2013), work-home interaction can be categorized in four dimensions:

- Negative Work-Home Interaction (WHI⁻)
- Negative Home-Work Interaction (HWI⁻)
- Positive work-home interaction (WHI⁺)
- Positive home- work interaction (HWI⁺)

Negative Work-Home Interaction (WHI⁻)

This refers to a situation where negative load reactions built up at work hampers a person’s functioning at home. Geurts (2015) identifies such load reactions that emanated at work to include:

- Extended hours
- Role ambiguity
- Failure in promotion tests
- Assignment of extra roles
- Difficult boss
- Difficult projects
- Failed motives
- Strict supervision (Geurts, 2005).

When one or more of these are transferred to the home environment already saddled with home overload, the problem is intensified and could be re-injected into work in a larger magnitude. This is a process referred to by Geurts as “intensification”. A chain reaction of deteriorating job and home outcomes may result and to solve this reversible trend, the victim must endeavour to identify the origin and channel strategies to the source.

Negative home-Work interaction (HWI)

This refers to negative load reactions which develop at home and hamper an individual's functioning at work. A load reaction is an overweight of responsibilities to which one is liable and how one handles these responsibilities and liabilities. In HWI, the casual domain (or domain of origin) is the home and the receptor domain (or domain of transfer) is the work. In all typologies of work-home interaction, the term ‘work’ refers to the place of job or, by implication, an office, duty post, field or any aspect of formal organization with corporate management where the employees and managers render service for payment. Load reactions developed at home, which could hamper an individual's work-function include the following:

- Unfulfilled motive
- Unsettled debt
- Marital conflict
- Loss of money or valuables
- Death of loved one in the home
- Divorce
- Insecurity at home
- Social vices, e.g. rape, robbery, burglary, etc.
- Difficulty at setting bills,
- Loss of property (e.g. house on fire)
- Disasters (e.g. flooding, earthquakes, etc)
- Disease, sickness and debility (Sumadick, 2013).

HWI can result in absenteeism, lateness, emotional disturbance, lack of concentration, absent mindedness, negligence, non-challenge, poor communication and reduced performance. The extent to which an individual exhibits the above negative work outcomes varies from person to person. While some individuals react mildly to situations at home and try as much as possible to disconnect home environment from work environment, others overreact to the same situations.

Positive Work-Home Interaction (WHI⁺)

WHI⁺ refers to positive load reactions which develop at work and transferred to the home. The work and home environments are the domains of reaction; the casual domain (domain of origin) work and the domain of transfer is the home. Load reactions under WHI⁺ which can influence the attitude of managers and employees alike include the following:

- Promotion
- Compensation
- Recognition
- Increment in pay
- Reduction in work load
- Awards
- Achieved targets
- Benefit (e.g. official car)
- Privileges (e.g. a desired foreign trip)
- High cooperation from employees.

Each of these work outcomes when transferred home could influence behavior of the individual at home. Behavior is expected in this case to be influenced positively, manifesting in psychological emotions like joy, happiness, fulfillment, satisfaction, peace and enhanced communication at home (Sumadich, 2013).

Positive Home-Work Interaction (HWI⁺)

Positive home-work interaction refers to positive load reactions which develop at home and are transferred to work environment. Here, the casual domain is the home and the domain of transfer is the work. Sumadick (2013) and Geurts (2005) have identified some home outcomes which can influence the attitude of individuals at work as follows:

- New borne baby
- Winning of lotteries or coupons
- Arrival of loved ones to the home
- Offsetting of bills be a volunteer
- Holidays
- Fulfilled motives
- Debt settlement
- Marital pleasure
- Security from attack, theft, burglary, etc) Sumadick (2013), Geurts (2005)

These home outcomes can be transferred to work environment, leading to an influence on attitudes. Being positive and desirable outcomes, it is expected that they will influence attitude in the same positive direction, leading to enhanced performance, cordial relationship with employees, relaxed mind, less fatigue, immunity to stress, fulfillment, satisfaction and happiness at work.

Theoretical Review

The ABC model of attitude provides a solid framework for the study. Attitude is defined by Crowell (2016) as evaluation of ideas, events, objects or people. Attitudes are generally

positive or negative and uncertain at times. A version of the ABC model of attitude revised by Crowell (2016) states that every attitude has three components: affective component (A), behavioural component (B), and cognitive component (C). Thus, there are affective-based attitudes, behavioural based attitudes and cognitive-based attitudes.

Affective Component

This refers to the emotional reaction one has towards an attitudes object. Attitude is formed when a stimulus elicits a response. The stimulus is known as the attitude object. An attitude that is stemmed from or originally created by an emotion is called an affectively-based attitude. Crowell (2016) argues that affective-based attitudes come from a person's values. Affective-based attitude is thus used to express or validate moral beliefs or value system e.g. attitude towards sex and religion.

Behavioural Component

The behavioural component of attitude refers to the way one behaves when exposed to an attitude object. Behavioural component answers the question of where an attitude comes from. Individuals behave in a particular way when exposed to a specific attitude object. For example a littered sitting room always annoys a particular man and makes him to leave the house swiftly. In this case, leaving the house is a behavior that comes from man's attitude toward a littered sitting room.

Cognitive Component

This is the thoughts and conviction one has about an attitude object. Attitudes based on facts are cognitive. Using the example of a man that gets angry and walks always from a sitting room littered with rubbish, the affective component of his attitude is anger (an emotion), the behavioural component is his physical manifestation of walking away while his cognitive attitude is his thought, facts or conviction about a littered room. This conviction could be that a littered environment could pose hazard, create discomfort or repel visitors and therefore it is not acceptable to him.

Empirical Review

Empirical evidence of the effects of work-home interaction on attitude is very scarce. However, many researchers have examined the factors that determine the intensity of work-home interaction. Occupation, age, marital status, parental status, education and personality traits have been identified as the fundamental cofactors.

Occupation

Phil and Rhoda (2015) have examined the role of occupation in the intensity of work-home interaction from a study of 1720 subjects drawn from 72 business organizations. The results of their analysis showed that occupation with stressful job characteristics (e.g. police field work, mining, construction, etc) play a central role in preceding negative interaction between work and home. Such occupations are characterized by unfavourable work-time schedule, work overload, job pressure, mental demand, lack of social support, excessive job, control, restriction to decision-making and insufficient career opportunities.

Age

Although many studies have reported an insignificant relationship between age and work-home interaction, the study conducted by Max on 578 referees and 820 active workers of eight ministries in Lagos and Ibadan provides an impressive body of empirical evidence that younger men tended to report more negative spillover between work and home and less positive spillover from home to work than did older men. The study suggests that age relates negatively with work-home interaction. Older respondents were found to be less affected by WHIs.

Marital status

The relationship between marital status and work-home interaction has not yet been thoroughly established. However, in the study "marital status and emotional spillovers", Grzywacz and Marks (2014) report that being unmarried was associated with less negative spillover from work to home and with lesser spillover from home to work, compared to that of married counterparts.

Parental status

605 young employees and 170 parents were studied by Cloyds and Kendrick (2016) to investigate the effects of parental status and number of children in the home on work home interaction. The two researchers found out that the number of children living at home correlated with the intensity of negative home-work interaction (HWI). Similarly, the number of children at home related positively to home-work conflict. Moreover, they found that women with young children living at home tended to experience more negative interaction between work and home, in comparison with woman without children.

Education

Many researchers (Mostert & Klert 2015; Grzywacz & Marks 2014; Sumadick 2013) have found from series of research investigations that having a lower level of education was robustly associated with experiencing a lower level of positive spillover from work to home. Employees with higher level of education tended to experience more negative interference from work to home.

Methodology

The study was a descriptive survey designed to provide answers to the research questions as well as generate data to explain the basic variables of the study. The data were generated through an investigation of the behavior, opinion and other manifestations of a selected group by questioning them. Thus, the survey involved a sample of the study group in which individuals of the group constituted the respondents to the questions that were asked.

Data

80 respondents were drawn from 24 different business organizations in Owerri, Imo State, by judgmental sampling technique. The judgmental technique was used to ensure that only managers or workers at managerial positions were sampled. The managers were administered the research instruments in their offices and allowed enough time to provide their responses. The researcher then examined the completed materials for corrections and thereafter retrieved them. All materials administered were retrieved.

Instrument

Copies of structured questionnaire were used to collect the data. The questionnaire contained question items that were constructed in consideration of the research questions and objectives of the study. To validate the questionnaire prior to distribution, copies were sent to experts in measurement & evaluation to assess the correctness and relevance of the question items in relation to the research questions. The reliability was established through a pilot study, during which a test-result method was used. This involved administering copies of the questionnaire to a pilot group, twice in an interval of two weeks. The results of the occasions were then tested for consistency and the reliability index was determined as 0.97, using the Pearson correlation analysis. This indicates a high level of consistency among the responses and hence the reliability of the instrument was established.

Model Specification

A five-point likert scale and Pearson correlation coefficient were used to analyze the data, using version 20.0 of the statistical package for social sciences (SPSS). The likert scale is defined as:

$$\text{Mean of scale, } X = \frac{5SA + 4A + 3D + 2SD + \emptyset}{n}$$

Where SA, A, D, SD, \emptyset fully mean strongly agree, agree, disagree, strongly disagree and undecided respectively, which are the response options n = 80, i.e. sample size. The Pearson correlation coefficient r, is defined as:

$$r = \frac{n\sum XY_i - \sum X \sum Y_i}{\sqrt{\left[n\sum X^2 - (\sum X)^2 \right] \left[n\sum Y_i^2 - (\sum Y_i)^2 \right]}}$$

Where Y_i is the dependent variable (attitude) and X is the independent or explanatory variable (Work-Home Interaction).

$Y_i = Y_1, Y_2, Y_3$ which represents each index of attitude, namely emotion, behavior and cognition respectively. Significance occurs when $r \geq \pm 0.5$ (Ronyon, 1996).

Analysis

The data were analyzed using version 20.0 of SPSS software for descriptive statistics correlation and multiple regression. The descriptive statistics of the data showed means of 3.35, 3.36 and 3.28 for emotions, behavior and cognition of managers respectively. These are all significant compared to the standard mean of 3.0 on the five-point likert scale. The correlation analysis yield Pearson r of 0.543 for emotions, 0.606 for behavior and 0.600 for cognition. These indicate fairly strong relationship between work home interaction and attitude of managers. The relationship in positive in each case, implying that a positive work-home interaction s associated with a positive attitude towards work and a negative work-home interaction is associated with a negative attitude towards work.

Analysis of variance results yielded an f-ratio of 15.576 as against a tabulated valued of 11.24 at the 5% level of significance. This led to the rejection of the hypothesis that there is no significant different among the variables contained in the data. The adjusted multiple

coefficient of determination $R^2 = 0.356$. This means that about 35.6% changes in the attitude of managers is accounted for by work-home interaction. The Durbin-Watson result was 0.226, indicating an insignificant auto correlation among the successive values of each correlational variable. The standard error of the estimate was as low as 0.363, indicating a reasonable degree of accuracy.

Test hypotheses

	Test statistic	Value	Decision
H ₀₁ : There is no significant relation between WHI and emotion of managers at work	Pearson r	0.543	Reject H ₀
H ₀₂ : There is no significant relation between WHI and behavior of managers at work	Pearson r	0.606	Reject H ₀
H ₀₂ : There is no significant relation between WHI and cognitive ability of managers at work.	Pearson r	0.600	Reject H ₀

Conclusion

Work-Home Interaction has a significant positive relationship with the attitude of managers at work. A positive work outcome that arose in the office such as promotion, compensation, recognition, award, benefit, privileges, pay increase, reduction in workload, and ability to achieve targets stimulate positive attitude which can be transferred to home to reflect in feelings of happiness, joy, fulfillment and satisfaction. These emotions can be carried back to work to result to more positive outcomes, through an intensification chain reaction. A corollary view is when negative work outcomes such as extended work hours, role ambiguity, failure in promotion tests, assignment of extra roles, difficulty of boss, failed motives and strict supervision are transferred home and re-injected into work. Negative outcomes can also emanate from the home domain and get transferred to work to elicit negative attitudes. And positive outcomes at home such as birth of a new borne baby, wining of lotteries or coupons, presence of loved one at home, holidays, fulfilled motives debt settlement and good security can equally spillover to work environment to elicit positive emotions, behaviours and cognitive ability of the individual involved.

Recommendations

Based on the findings of the study, the following recommendations are made:

1. Managers can make more impacts in the organization and career if they live in corporate staff quarters rather than residential homes where there are undue interference that can easily infiltrate to the work environment.
2. Since load effects get lesser when communicated to a more experienced individual, managers can combat negative home-work spillovers by confiding in someone with a broader experience and emotional stability.

3. Sensitivity tests are available for determining the degree of responsiveness to under home or work interferences; managers are advised to know their status as a first step towards control.
4. Periodic holidays should be granted to managers to help them shed off some burden at both home and work.

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