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## - MINI DISSERTATION-

by

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# LEVELS OF WORK-FAMILY CONFLICT AND WORK- FAMILY ENRICHMENT IN AFRICAN NATIONS:

*A Meta-Analysis of African Research*

by

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**FACULTY OF ECONOMIC AND  
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## **ABSTRACT**

This study explored the mean levels of work-family research from African nations. A meta-analysis was conducted of quantitative studies, testing the means of work-family conflict (WFC) and work-family enrichment (WFE) experienced by employees in African nations. Although numerous quantitative research studies already exist on this topic, to date, a meta-analysis on the means levels of WFC and WFE in Africa has not been published. Therefore, this study clusters all results from published African research on this topic together, to calculate mean levels of work-family conflict and enrichment. More specifically, mean levels of four variables, namely, work-family conflict, family-work conflict, work-family enrichment and family-work enrichment are calculated via meta-analysis. Research findings can be used to understand how African mean levels compare to that of developed countries, and whether or not it may be generalizable.

*Keywords:* work-family; family-work; work-life; work-home; work-family interference; work-life balance; work-family conflict; family-work conflict; work-family enrichment; family-work enrichment

## **LAYOUT OF MINI-DISSERTATION**

This mini-dissertation will first introduce the scope of this study – work-family conflict and work-family enrichment. The introduction section consists of various subsections: background, research problem, purpose of the study, research questions, academic value and contribution of the study, delimitations, and definition of key terms. In the background section, I will discuss the progress that established researchers have made over the years in identifying factors that have led to either conflict or enrichment. Thereafter, the reasoning behind conducting this study will be explained, followed by the four main research questions.

The second section of this manuscript will be presented in the form of a literature review. This section will discuss two prominent theories that are used to conceptualise both WFC and WFE, namely role theory and role accumulation theory. Throughout the literature review, reference will be made to extant work and family literature published not just in

Africa but also in other countries. Furthermore, in this section, antecedents and outcomes of WFC and WFE will be identified. I will also address how these two constructs have been studied in the African context.

In the third section I will present the methodology used in this study. This section consists of five subsections: sampling, data collection, data analysis, limitations and ethics. Each subsection will explain the methodology, as well as the reason why this specific method was chosen. In addition, I will discuss some limitations that were identified during the data collection process. Finally I will highlight the process that was followed to obtain ethical approval for this study.

Thereafter, the results of the meta-analysis will be presented in table format, and the data will be interpreted. Furthermore, I will discuss the meaning behind the results and present potential reasons for the findings, by referencing previous research detailed in the articles included in this meta-analysis. In addition, I will identify the limitations of the research. And finally, I will discuss possible implications of this meta-analysis study for future research studies.

## **1. INTRODUCTION**

### **1.1 BACKGROUND**

Every individual starting a career immediately becomes exposed to two important realms of adulthood, namely work and family. Frone, Russell and Cooper (1992) noted in the early nineties a growing research interest in family and work domain interactions—one that has continued through today. Within the context of human resource management and organisational psychology, many researchers study the dynamics of work and family intersections. In the currently demanding world of work, where hours and work role pressures may be greater than in the past, the study of conflict and potentially how to balance work life and personal life are more relevant than ever before (Abubaker, & Bagley, 2016).

The initial research on work and family focused on an employee's role conflict, defined as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" (Greenhaus & Beutell, 1985). In the 1960s,

one of the first studies indicated that role conflict was a primary source of strain and stress in men (Kahn, Wolfe, Quinn, Snoek & Rosenthal, 1964). The concept of a role is defined as an expected, yet continuously changing set of behaviours which is assumed to be connected to a specific social status or social position (Major, 2003). In the event that one domain (e.g., work) receives more time, energy or attention devoted to it, the other domain's (e.g., family) resources will evidently become scarcer (Michel, Clark, & Jaramillo, 2011). This type of conflict can be in the direction of either work-to-family conflict (WFC) or family-to-work conflict (FWC).

WFC can be described as role pressures that are experienced in the work domain which causes strain in the family domain (Allen, Johnson, Saboe, Cho, Dumani & Evans, 2012). This concept can also be referred to as work-family spillover, work-home interference or work-family interface, but for the purpose of this study, all of this research will be inferred by the term WFC. Such conflict can also originate in the family domain. FWC exists where the demands from the family create a strain on work responsibilities (Akanbi, 2014). Due to each person's own expectations of the requirements of work, the role may be carried over into family life, making the domains incompatible to a certain extent (Boles, Howard & Donofrio, 2004).

The impact when the two domains (work and family) intersect is not always negative, as a positive experience at home can positively impact work-life and, similarly, a positive event at work can impact positively a person's family life. Enrichment is defined as the degree to which an individual's experience and behaviour in the family (work) role improves the quality of life at work (home) (Greenhaus & Powell, 2006).

While the work and family literature is quite nascent in South Africa and other developing nations (Potgieter & Barnard, 2010), Western researchers have been studying work and family for over 50 years (Beckett, 2018). There is an abundant body of knowledge looking at factors that lead to conflict and enrichment (Adisa, Osabutey & Gbadamosi, 2016; Rozanti, Amin & Amin, 2014), and outcomes of conflict and enrichment (Annor, 2014; Van Steenbergen & Ellemers, 2009). Yet, since most of this research has been done in the Global North (Hochschild, 1997; Bhargava & Baral, 2009), we know less about the degree to which workers in developing contexts experience conflict and enrichment. In fact, there

have been recent calls to know more about Africa in the management literature (Houtman, 2010; Amazue & Ugwu, 2014), and one area for potential knowledge gain may be the work and family intersections of African employees specifically. Many nations in Africa are moving from formerly agrarian workforces to more professions- and knowledge-based economies (Annor, 2014), and the types of jobs workers are engaged in have changed in this regard in the past few decades (Ugwu, Amazue & Onyedire, 2017). It is important to pause to take stock of the degree to which work is negatively and positively spilling over to home life, and vice versa, for the estimated 382 million (McKinsey & Co., 2012) workers in African nations.

Taking stock of the literature, that is, seeing what the cumulative body of knowledge has to say on a particular topic, is usually done through a research technique called meta-analysis. And many meta-analyses have been performed on work and family topics (Bruck, Allen & Spector, 2002; Amstad, Meier, Fasel, Elfering & Semmer, 2011; Fellows, Chiu, Hill & Hawkins, 2016; French, Dumani, Allen, & Shockley, 2017). Yet no meta-analyses have yet been performed on conflict and enrichment levels across African nations. This study has as its objective to apply meta-analysis in order to measure the overall levels of conflict and enrichment experienced by workers in African nations.

## **1.2 RESEARCH PROBLEM**

A search on the terms “work” and “family” together in Google Scholar reveals over five million hits. This research is abundant. And while individual studies on work and family intersections on the African continent and these constructs’ effects are beginning to accumulate, the results of these studies have not yet been aggregated in a meta-analytic study. Doing so will determine the degree to which African workers are benefitting from domain spillover but also suffering from domain spillover as well. The results of this meta-analysis may be a valuable tool for African organisations to use in order to enable human resource practitioners to act proactively to make informed policy decisions for work-life balance for African employees.

### **1.3 PURPOSE OF THIS STUDY**

The objective of this meta-analytic study is to determine the levels of four constructs that the literature suggests are experienced by employees everywhere, including on the African continent. These constructs are work-family conflict, family-work conflict, work-family enrichment and family-work enrichment. Using a variety of online databases, a literature search will be conducted in order to obtain relevant quantitative studies published in academic journals on work-family conflict and enrichment. Studies must have been conducted using samples of workers in Africa (Molawa, 2009). Artifact correction will be performed to weight each effect size by its sample size (Hunter & Schmidt, 2004). The goal of the meta-analytic method will be to report the overall means of the four constructs formerly mentioned for African workers. These overall means will enable the researcher to determine the impact work is having on family and family is having on work across African nations (Lipsey & Wilson, 2001).

### **1.4 RESEARCH QUESTIONS**

To what degree do work and family spill over to affect each other for African workers?

- What is the mean level of work-family conflict on the African continent?
- What is the mean level of family-work conflict on the African continent?
- What is the mean level of work-family enrichment on the African continent?
- What is the mean level of family-work enrichment on the African continent?

### **1.5 ACADEMIC VALUE AND CONTRIBUTION OF THE STUDY**

A meta-analytic study enables the researcher to draw statistical conclusions from the effects identified in multiple, individual studies (Allen et al., 2015). Thus, a meta-analysis will provide a holistic perspective on the effects work-family conflict and work-family enrichment have on the population of interest. This study aims to address the gap identified, that is, the lack of meta-analytic studies on work and family in the African context.

Additionally, future scholars may use the results of this study to compare the magnitude of work and family spillover for Africans to spillover experienced by Western/Global North workers. More specifically, the results of this study may be helpful in determining if the

mean levels of work-family conflict and work-family enrichment found in African nations is similar to those experienced by employees in more developed nations. And, if so, this would give African researchers as well as human resource practitioners faith that the findings from the existing, largely Western, body of knowledge on work and family likely extend to African workers.

## **1.6 DELIMITATIONS**

This study focuses specifically on the African working population's mean levels of work-family conflict and enrichment. Africa is considered a developing continent and therefore the number of applicable journal articles on African employees' conflict and enrichment is limited. Furthermore, as an indicator of quality, the studies used in the meta-analysis will be limited to those published in academic journals. The peer review process academic journal articles undergo is one indicator of the rigour of the research. Furthermore, the meta-analysis may include workers from a limited range of industries as I am limited in this by the existing, published research. I anticipate that the work that has been done will be heavily skewed toward workers in blue-collar, professional industries who are employed in higher-wage earning jobs, as those are the samples easiest to collect and most likely collected by previous authors. However, research indicates that more than 80% of the African population are either self-employed or engaged in work in the informal sector (Houtman, 2010). Thus, the results may not generalize to all industries and to all African workers.

## **1.7 DEFINITION OF KEY TERMS**

Work-family Conflict:	Work-family conflict can be defined as a type of inter-role conflict wherein some responsibilities from the work and family domains are not compatible and have a negative influence on an employee's work situation (Greenhaus & Beutell, 1985).
Family-work Conflict:	Family-work conflict is a form of inter-role conflict in which the general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities (Netemeyer, Boles & McMurrian, 1996).
Work-family Enrichment:	Work-family enrichment occurs when an individual's performance in a role is enhanced through the

successful application of resources, skills, and emotions gained in another role (Greenhaus & Powell, 2006).

Family-work Enrichment:

Family-work enrichment occurs when resources gained in the family domain or family experiences enhances or improves work functioning and performance (Carlson et al., 2006).

<b>Abbreviation</b>	<b>Meaning</b>
WFC	Work-family Conflict
FWC	Family-work Conflict
WFE	Work-family Enrichment
FWE	Family-work Enrichment

Table 1: Abbreviations used in this document

## **2. LITERATURE REVIEW & RESEARCH QUESTIONS**

Work-family conflict and work-family enrichment are the main constructs in this paper. This section will begin with a summary of the academic literature on work and family in African as well as other nations. This section will also focus on identifying factors that have been shown in the research to lead to (antecedents of) WFC and WFE, and outcomes of WFC and WFE. As well, I will use theory to present my research questions.

### **2.1. ROLE THEORY**

Role theory argues that some of the most important features of social life are characteristic behaviour patterns called roles (Biddle, 1986). It says that people are members of social positions and these positions create expectations for their own particular behaviours and those of other people (Michel et al, 2008). Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964) defined role theory as the phenomena where people generally have a habit of behaving in ways that they believe to be in line with the way their roles are defined. Furthermore, role theory suggests that because of constrained resources (e.g., time, energy) or the incompatibility among different roles (e.g., employee role vs. spousal or parental role), individuals may find it difficult to successfully execute each of their roles. And this ultimately results in inter-role conflict and tension (Bolino & Turnley, 2005).

Hochschild (1997) identified a key element of role theory as people's need to fulfil multiple roles, which is expected to be associated with high levels of stress and strain. According to Bolino and Turnley (2005), individuals are more likely to experience inter-role conflict when they assign greater value to one specific role and views the other role as interfering with their ability to perform the responsibilities of their most important role. In other words, as employees deem their work role as more valuable and continue to do more and more in their work domain, they are likely to have less time and energy to devote to their non-work responsibilities (Greenhaus & Beutell, 1985). From Duxbury and Higgins' (1991) findings, role theory posits that the combined expectations related to work and family roles can lead to physical and psychological strain. This can occur through two components of role conflict: overload and interference (Kelly & Voydanoff, 1985).

Role overload occurs when the total demands on time and energy connected to the set of activities of multiple roles are too great to perform the roles effectively or comfortably (Duxbury, Higgins & Lee, 1994). An example of this would be if the amount of time and effort spent in the work domain impeding on participating in family activities such as child-care (Baltes & Heydens-Gahir, 2003). Both work and family domains contain multiple roles where numerous demands are placed on the individual, often resulting in role interference and conflict (Michel et al., 2008). For example, if a person responds to simultaneous role pressures by dedicating more time to work at the expense of family, this person is likely to perceive that work has interfered with family. Yet, if that person rather spent that time or their energy on family activities, they would be more likely to attribute the conflict to originating in the family domain (Greenhaus & Beutell, 1985)—that is, family interfered with work.

## **2.2. DIMENSIONS OF WFC & FWC**

Greenhaus and Beutell (1985) indicated three major forms of WFC: (a) time-based conflict, (b) strain-based conflict, and (c) behaviour-based conflict. Time-based conflict arises when the amount of time spent on, for example, the work role, interferes with the time necessary to perform family-related responsibilities. Bartolome and Evans (1979) suggested that time-based conflict can take two forms. First, time pressures associated with membership in one role may make it substantially difficult to meet the expectations arising from another role. An example of this would be a father working long hours (in the work domain),

preventing him from spending time with his children at home (in the family domain) (Byron, 2005). Second, pressures may also create a preoccupation with one role even when one is physically attempting to meet the demands of another role. An example of this would be chronically, distractedly thinking of work while having dinner with a spouse (Baltes & Heydens-Gahir, 2003).

The second form of work-family conflict is role-produced strain. Multiple studies (e.g., Van Sell, Brief & Schuler, 1981; Greenhouse & Beutell, 1985) indicate considerable evidence that both work stressors as well as family stressors can produce strain symptoms such as tension, fatigue, anxiety, depression, and irritability. Strain-based conflict arises when strain in one role influences an individual's performance in another role (Greenhaus & Beutell, 1985). It can be said that the roles are incompatible since the strain created by one makes it difficult to comply with the demands of another. For example, irritability and anxiety created by work can interfere with individuals playing the role of the happy, involved parent or spouse at home. Ford, Heinen, and Langkamer (2007) mention that strain-based conflict from the family to work domain can typically include marital or parental relationship conflict that disturbs work roles. An example of this would be the absence of spousal support in a family unit which creates tension between the couple and keeps the individual's mind preoccupied with family stress whilst at work (Greenhaus & Beutell, 1985).

Allen et al. (2012) define behaviour-based conflict as situations in which certain behaviours essential in one role are inconsistent and incompatible with behavioural patterns required in another role. Greenhaus and Beutell (1985) provide an example of a male manager being a stereotypically aggressive, emotionally objective and self-resilient individual in the work environment. But, within the family domain, his role expectations differ widely. His family likely expects him to be warm, nurturing, and emotionally vulnerable in his interactions with them. Therefore, if a person is unable to adjust his or her behaviours to fulfil the expectations of different roles, he or she is likely to experience behavioural-based conflict between these roles.

### **2.3. ANTECEDENTS OF WFC & FWC**

Byron (2005) classified antecedents of conflict into three main categories: work domain variables, non-work domain variables and individual variables. Various meta-analyses reveal that both work and non-work stressors are significant predictors of WFC (Byron, 2005; Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011). Furthermore, Shang, O'Driscoll and Roche (2017) indicated that work-related predictors typically have a more significant effect on WFC than FWC. The same principle applies to non-work predictors; they have a tendency to have a greater influence on FWC than on WFC. According to Byron (2005), individual predictors of both include individuals' personality, behaviour, and other differences such as coping styles, gender and income (Byron, 2005). Individual variables such as personal values are important predictors of WFC and FWC because the work and life domains are central to organising meaning and action for working people (Ahmad, 2008).

In the work domain, job stress was identified as one of the major antecedents of WFC. Job stress occurs when a work situation or responsibility is perceived by the employee as threatening because the situation's demands and the employee's coping abilities are in conflict with one another (AbuAIRub, 2004). Furthermore, stressful situations at work, such as new job tasks, poor person-job fit, and disappointment due to unfulfilled expectations may result in high job stress, fatigue, frustration and tension that will increase the negative spillover to the family domain (that is, WFC), especially when having to take care of children after work (Bartolome & Lee Evans, 1979). Several additional work domain antecedents were identified by Frone, Russell and Cooper (1992). They are: role ambiguity (i.e., not being sufficiently informed about day-to-day tasks and expectations and job-related goals), work pressure (i.e., high job-related demands that result from heavy workloads and responsibilities) (Frone, Russell & Cooper, 1992) and work role conflict (multiple pressures that need to be attended to, which occur at the same time) (Greenhaus & Beutell, 1985).

Non-work predictors such as those that arise in the family environment are usually classified as predictors of FWC. Studies have shown that elements of family composition, support and responsibilities also play a role in the occurrence of FWC (Gamor, Amissah, Amissah & Nartey, 2017). According to Ahmad (2008), family involvement is also related

to FWC. Family involvement can be defined as the degree to which individuals identify with their family and their commitment to their family. For example, a mother with an ill child may be at work to fulfil her work duties, but simultaneously cannot stop thinking about her child, and therefore her family responsibilities have a negative spillover into the work domain (Ahmad 2008).

Individual variables include factors such as psychological involvement, traditional gender role beliefs and a person's personality type. Frone, Russell and Cooper (1992) explain that when individuals experience high work pressures or family pressures, that it may be due to high levels of psychological involvement in that specific domain. This concept is also known as role involvement (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011). A high level of involvement may be related to the amount of effort and time devoted to that role, which evidently makes it more difficult to fulfil the demands of another role. Other predictors include the views individuals have about "normal" roles of both men and women successfully meeting family and work responsibilities (Ahmad, 2008). These beliefs can create cognitive tension for the employee if he or she feels he or she is failing to live up to societal expectations. Furthermore, Frone and Ryan (2005) identified an individual's personality as a possible predictor of conflict in both the work and family domain. Personality may influence the type and amount of work and family role requirements that an individual experience, and the coping strategies used to deal with the interference of the two roles (Ahmad, 2008). As an example, the personality characteristic of workaholism predicts long hours spent at work and cognitive preoccupation with work, that is, sitting at the breakfast table with family yet engaging in work tasks (Russo & Waters, 2006).

#### **2.4. OUTCOMES OF WFC & FWC**

When Annor (2014) wrote of negative spillover, he explained that the outcomes of WFC and FWC can also be categorised into three categories: consequences relating to the work domain, the non-work domain and the individual.

Work-related consequences of WFC include decreased job satisfaction, lower organisational commitment and poor job performance (Annor, 2014). Further consequences of WFC include an increase in absenteeism, which, at macro-levels means greater staff turnover for organisations (Ajala, 2017). Hammer, Bauer and Grandey (2003)

explained that absenteeism from work can also be an outcome of FWC, when an individual is forced to stay away from work because of his or her family responsibilities (for example, a spouse or child that needs to be taken care of after surgery).

Non-work-related outcomes of WFC include lower marital satisfaction, challenging marital adjustment and overall lack of family satisfaction (Zaheri, Dolatian, Shariati, Simbar, Ebadi & Azghadi, 2016). For example, if an individual is required to work long, unpredictable hours, it creates tension in their family domain, because their role responsibilities as parent or spouse may be neglected (Gamor, Amissah, Amissah & Nartey, 2017). In addition, Grant-Vallone and Donaldson (2001) explained that parents are likely to experience accelerated levels of FWC which results in lower life satisfaction and higher levels of stress.

Van Steenbergen and Ellemers (2009) and Wallace (2005) identified individual outcomes of WFC as burnout, absenteeism, poor physical health, anxiety and excessive use of substances. However, high levels of FWC can also cause poor physical health and depression. In addition, experiencing low energy levels and physical illnesses can be considered consequences of both WFC and FWC (Grant-Vallone & Donaldson, 2001).

## **2.5. WFC & FWC IN AFRICAN CONTEXTS**

In the 1960s, Africa's future looked bright (Collier & Gunning, 1999) due to growth of both political self-determination and economic growth. Yet, Africa faced many political, economic and social changes during the following decade. In the 1970s, both political and economic matters in Africa deteriorated (Collier and Gunning, 1999). The economic climate at the time, that is, chronic mismanagement of economic resources, high indebtedness, political instability and high levels of corruption, made African workers' attempts to balance the demands of the work and non-work domains significantly harder (Cohen, 2006).

Based on Africa's past dependency on assistance and aid from the developed countries, the African Union (AU) in 2001 adopted the New Partnership for Africa's Development (NEPAD). In the AU report "Africa's decade of change: Reflecting on the 10 years of NEPAD (2012)" it is evident that this dependency has in some ways had an impact on the

African workforce due to slow economic transformation, lack of infrastructure and Africa's inability to move "beyond aid" to be self-sustainable.

The NEPAD report (2012) states that Africa is presenting a paradox as the continent with the most natural resources, yet the weakest agricultural production. Most of our citizens live in poverty. According to Cohen (2006), an estimated 72 percent of the African population lives in slums. This poverty is rooted in the fact that economic policies have not created enough jobs, especially for Africa's fast-growing youth (Cohen, 2006). Much still needs to be done in the areas of job creation, sustainability, consolidation of good governance, peace and security, modernisation of the public sector in order to achieve better service delivery and to eliminate corruption.

The stated challenges that are facing an "Africa in transition," that is, a developing continent transforming into a developed continent, translate into unstable working environments that, upon extrapolation, certainly contribute to work-family conflict. As Africa is rising and becoming a mature partner in the global environment, contemporary African economies require a better understanding of how the work-family relationship functions within and across Africa's diversity of cultures (Gelfand & Knight, 2005).

Work-family conflict in African contexts includes a large socio-political component that may not be evidenced in more developed nations. For example, Ugwu, Amazue and Onyedire (2017) reported that the regulatory changes within the Nigerian banking sector contributed to an increase in WFC for banking employees. The African socio-political context is defined by an integrated society of people with different cultures, religions, languages, political beliefs, and socio-economic backgrounds. From the family domain, traditional African cultures and beliefs could be seen as a predictor of FWC, with family structures and practices perhaps standing in contrast to more Western approaches to working, like "24/7" availability to the employer, and strict working hours (Houtman, 2010). Africa has traditionally been characterized by its consent of gender segregation in labour (Adekola, 2010).

Shaffer, Francesco, Joplin, and Lau (2005) noted that the diversity of African cultural values, including gender role ideologies, is a direct predictor of FWC. These persistent traditional ideologies influence whether both male and female employees receive much-needed informal and formal support to balance work and family. The common ideology that women are submissive to men, in both domains of life, influences the dynamic that exists between, for example, a male manager and a female subordinate in the work domain. The female subordinate might not express her ideas or objections towards her male manager due to the cultural belief that she is required to be submissive to him (NEPAD, 2012). However, these gender roles are being altered in Africa as a result of new ways of working and new jobs. A study in Ghana reported that Ghanaian families have diverted from their tradition of having large, extended families and subsequently highly developed support systems, to smaller families, often without dependents (Gamor, Amissah, Amissah & Nartey, 2017). This is an attempt to adjust to the strict work demands and fixed, longer working hours that modern jobs require, but it has contributed to an increase in WFC. Today more women than ever are working outside the home, in work environments with restrictive hours (Akinbode, Folusho & Uzzor, 2018). WFC among dual-income families and employed single parents has been cited as becoming a critical issue in, for example, Nigeria (Akinbode, Folusho & Uzzor, 2018). Hence, the changing nature of work is fundamentally altering the home and family domain, resulting in both WFC and FWC.

Beyond the influx of jobs with Western-style working requirements, other changes in African work contexts are due to the dynamics of agriculture and fluctuating climate and environmental conditions. Environmental and climate change have impacted the size and quality of crops, limiting work opportunities for large numbers of seasonal and temporary workers. Thus, employees are constantly experience a level of job insecurity, which, in turn, increases WFC. Aryee (2005) refers to the dynamic nature of the work-family relationship in his study of sub-Saharan Africa's changing sociocultural context, where many employees have few options beyond seasonal or temporary work.

Research on WFC and FWC has been focused on mostly more advanced countries such as Canada, the United States of America, European countries and Korea, among others, and little is known about work and family from an African perspective (Gamor, Amissah, Amissah & Nartey, 2017). Research in African contexts is required to gain an understanding of the different types and levels of WFC and FWC which occur in African nations, antecedents and outcomes, and, ultimately, how to better balance work and family in African nations (Amazue & Ugwu, 2014). A better understanding of WFC and FWC in African contexts may lead to the development of interventions that are aligned to address and minimize WFC and FWC (Kossek & Lee, 2014). But first, we as researchers may begin by establishing baseline information on the degree to which the domains are in conflict for African workers. The following first two research questions are therefore formulated:

- What is the mean level of work-family conflict on the African continent?
- What is the mean level of family-work conflict on the African continent?

## **2.6. ROLE ACCUMULATION THEORY**

According to Jaga and Bagraim (2011), for many years it has been assumed that multiple work and family role demands are incompatible (role theory) and therefore can only be seen as a source of WFC and FWC. That is, multiple role demands produce negative personal and organisational outcomes. Thus, a negative focus has had an influence on our understanding of the work-family interface, as it has disregarded the likelihood that practicing both work and family roles simultaneously may be enriching for individuals (Jaga & Bagraim, 2011). This latter argument is supported by the work of Sieber (1974), as he explains that the involvement in multiple roles (work and family) can, in fact, result in positive energy and experiences and improve individual gratification, skills and commitment (Badri & Panatik, 2017; Sieber, 1974). The theory explaining this phenomenon is known as role accumulation theory (Sieber, 1974).

Chen and Powell (2012) explain that when an individual is engaged in one role, that involvement produces more energy and resources for other roles. Therefore, the involvement in one role (e.g., work) can improve the quality of life in another role (e.g., family). Barnett and Hyde (2001) identified some of the enrichment effects the involvement

in multiple roles includes. The successes and satisfaction an individual achieves in one role (for example, in the work domain) can soften the impact of stress the individual may experience in another role (for example, in his family life). By engaging in multiple roles in different domains, the individual will have multiple opportunities to experience success and thus develop an expanded frame of reference (Jaga & Bagraim, 2011). Marks (1977) confirmed that the idea of individuals gaining additional resources during work role engagement is rooted in the theory of role accumulation.

## **2.7. DIMENSIONS OF WFE & FWE**

WFE as defined by Greenhaus and Powell (2006), is the extent to which experiences in the work domain improve the quality of life--i.e., performance or affect--in the family domain. In other words, it occurs when resources gained in the work role eventually improve an individual's performance in his or her family role (Carlson, Kacmar, Wayne & Grzywacz, 2006). At the same time, FWE occurs when positive experiences gained in the family domain improve the performance of the individual in his or her work domain (Stoddard & Madsen, 2007).

Carlson, Kacmar, Wayne and Grzywacz (2006) identified three dimensions that comprise both directions of enrichment. These dimensions are termed development, affect and capital/efficiency. From a work to family direction, work-family development is the attainment or improvement of skills, knowledge, behaviours, or views through participation in one's work domain that helps him or her to be a better family member. The second dimension, work-family affect, occurs when a positive attitude or emotional state results from work participation, which leads to the individual being a better family member. Work-family capital occurs when high levels of contribution in work advances levels of psychosocial resources (e.g., a sense of security, confidence, accomplishment, or self-fulfillment) which, in turn, helps the individual to be a better family member.

Focusing on the family to work direction, family-work development occurs when participation in family roles results in the attainment of improved knowledge, behaviours or skills. Ultimately, these gains contribute to being a better worker (Carlson et al., 2006).

Family-work affect is when a positive attitude or emotional state of being occurs from participation in family roles. This can result in the individual being a more productive or effective worker. And, lastly, Stoddard and Madsen (2007) describe family-work efficiency as participation in family roles which, in turn, stimulates a sense of focus and enables the individual perform better at work.

## **2.8. ANTECEDENTS OF WFE & FWE**

Jaga and Bagraim (2011) explain enrichment as the degree to which experiences in one role increases the quality of life in another role. Bhargava and Baral (2009) identified the following as possible antecedents of WFE: supervisor support and job characteristics. Predictors of FWE include family support and core self-evaluations (CSE).

A predictor of WFE, supervisor support occurs in the work domain and plays an important role in facilitating the successful integration of work and family demands (Bhargava & Baral, 2009). Sui et al. (2010) explained that support from one's supervisor may promote work engagement both intrinsically and extrinsically. In addition, supervisor support can contribute to a higher likelihood of employees dedicating their abilities and efforts to their family tasks (Bakker et al., 2008). For example, supervisors could provide support to employees' family lives by offering the option of flexible work hours or granting leave in the case of a family emergency. Supportive supervisors may increase employees' confidence, satisfaction and energy. As a result, these employees experience less tension when attempting to balance work and family demands (Bhargava & Baral, 2009).

Greenhaus and Powell (2006) explain that job conditions/characteristics that promote perceptions of a job as enriching serve as a predictive WFE factor. Research has shown that individuals who have more satisfying, high-quality work experiences are more likely to experience high levels of enrichment in the work domain, which, in turn, will spill over into the family domain (Barnett, Marshall, & Sayer, 1992). Bhargava and Baral (2009) explain that identity, variety, feedback and the feeling of significance and autonomy are pivotal characteristics which provide individuals with the opportunity to develop a sense of satisfaction (both in the work and family domains), personal responsibility, and a level of control over their work domain. Ultimately, jobs can provide energy to individuals which

assist them in acquiring new skills. This acquisition increases their motivation and could potentially lead to a positive spillover to family roles (Bhargava & Baral, 2009).

Support can be ascribed to the amount of time and effort an individual devotes to a specific domain. The FWE antecedent, family support can be explained as a form of coping mechanism (Michel, Kotrba, Mitchelson, Clark & Baltes, 2011). For example, if an individual experiences spousal support in the family domain, the positive emotions experienced in the family domain are likely to positively influence the individual's emotional state in the work domain as well (Russo & Buonocore, 2012). Within the family domain, support can come in various forms, such as advice, encouragement and help, which can be used to empower one's functioning in the work domain, resulting in FWE (Bhargava & Baral, 2009).

Another predictor of FWE is core self-evaluations (CSE). Bhargava and Baral (2009) describes CSE as the essential evaluations individuals make about their own capabilities, competence and wellness, which influence their attitudes, beliefs, perceptions, actions and decisions. These self-evaluations can influence an individual's perception about whether engaging in multiple roles is draining or enriching (Rothbard, 2001). Judge et al. (1998) argue that individuals with positive self-evaluations are more likely to be open to new challenges and ways of thinking. As a result, these individuals would be prone to acquire new skills, confidence and both job and life satisfaction (Bhargava & Baral, 2009).

## **2.9. OUTCOMES OF WFE & FWE**

When Hanson, Hammer and Colton (2006) defined positive spillover (WFE), they explained that the transfer of positive influence, skills and behaviour significantly improves role performance. McNall, Nicklin and Masuda (2010) identified job satisfaction as an outcome of WFE, family satisfaction as an outcome of FWE, and psychological well-being as a possible outcome of both WFE and FWE.

Job satisfaction has been discussed as a WFE outcome in the literature (Wayne et al., 2004; Aryee, Srinivas, & Tan, 2005; Carlson et al., 2006; Boyar & Mosley, 2007; Gordon, Whelan-Berry & Hamilton, 2007). The creation of a work environment that is conducive to an employee's increased positive family experience (WFE) is likely to result in job

satisfaction (Rane, 2011). Job satisfaction increases significantly when the employer becomes involved in employees' work roles through employee development (e.g., skills, knowledge, behaviors), which creates positive affect (e.g., moods, attitude), subsequently enriching the individual's family role (Gordon et al., 2007; Wayne et al., 2004).

Family satisfaction is classified as an outcome of FWE as it refers to positive influences on one's life apart from the work environment (McNall, Nicklin, & Masuda, 2010). Jaga and Bagraim (2011) mention that when resources acquired in the family domain enhance an individual's functioning in the work domain (FWE), the individual acknowledges the source of the benefit and thus experiences greater satisfaction with the domain seen as providing the benefit—the family. Hanson, Hammer and Colton (2006) also suggest that higher levels of FWE positive spillover were related to greater family satisfaction.

Both work and family satisfaction have been found to prompt beneficial effects for an individual's happiness, well-being and overall life satisfaction (Hanson, Hammer & Colton, 2006). Therefore, studies suggest that individuals who not only partake in but are also satisfied with both their work and family roles experience greater overall well-being than those who take part in only one of the roles or who are discontented with one or more of their roles. Wayne, Randel and Stevens (2006) confirm this assumption by explaining that individuals who experience enrichment between work and family (both directions, WFE and FWE) report better mental and physical health.

## **2.10. WFE & FWE IN AFRICAN CONTEXTS**

Early research on work-family enrichment in Africa has documented the relationship between workplace resources (e.g., work support, work-related development opportunities and work autonomy), perceptions of both WFE and FWE, and individual outcomes including work engagement, job satisfaction, career satisfaction, family satisfaction and better personal relationships (De Klerk, Nel & Koekemoer, 2015). Researchers have argued that in developing nations like those in Africa it may be important to take the opposite vantage point in studying enrichment, that is, a scarcity perspective--to address the impact the lack of work resources might have on employees' perceptions of WFE (Atangana-Amougou, 2017).

The NEPAD Report (2012) referenced above, proposes that much needs to be done to address the negative labour environment for workers in African contexts, towards a good understanding of the potential positive synergies between work and family life. And perhaps research from other developing nations can be a place to start. Early research points to the positive association between WFE and job satisfaction among academics in Juan Misael Saracho Autonomous University, Malaysia and among secondary school teachers in Bangsar Zone, Malaysia (Badri & Panatik, 2016; Swee-Fung, Ahmad and Omar, 2014). The studies done in Malaysia have relevance to WFE in Africa contexts, as both Malaysia and the countries on the African continent are in a development phase (Lopes, 2018). Additionally, limited South African research supports the possibility that if employees experience greater FWE, they are more likely to be productive employees and may experience less work stress, more job satisfaction, commitment and engagement in their work (Marais, De Klerk, Nel & De Beer, 2014). For example, resources gained in the family domain such as advice, spousal support or encouragement may be psychologically fulfilling. This fulfilment can improve one's experience in the work domain. Also, participation in the family domain could produce resources such as multitasking or positive emotions at work (Bhargava & Baral, 2009).

As mentioned earlier, Houtman (2010) noted a scarcity of WFE and FWE research in African contexts. The following second set of research questions aims to accumulate all available research on this topic to understand the levels of WFE and FWE experienced in Africa:

- What is the mean level of work-family enrichment on the African continent?
- What is the mean level of family-work enrichment on the African continent?

### **3. RESEARCH DESIGN AND METHODS**

This study was conducted in the positivist research paradigm. The positivist research paradigm is concerned with explaining behaviour by means of deriving authoritative truths from empirical evidence (Antwi & Hamza, 2015; Gordon, 2016). The positivist paradigm focuses on conducting quantitative research on large samples in order to obtain a better overview of the larger population to enable researchers to uncover social trends (Gordon,

2016). Within the positivist research paradigm, the empirical research method of meta-analysis, as prescribed by Hunter and Schmidt (2004), was used to conduct this study.

Glass (1977) defines meta-analysis as “a set of statistical procedures” designed to gather research results across studies in order to determine the relationship, or lack thereof, between variables in the population as a whole. This method is aligned with the positivist research paradigm’s objective to detect relationships between two or more variables or the size of a particular effect in a population (Antwi & Hamza, 2015). Accumulating large sample sizes is generally challenging for researchers. Therefore, the method of meta-analysis enables researchers to obtain large samples across all relevant, existing studies.

Meta-analysis enhances our understanding of organisational phenomena and assesses the extent to which the research supports theoretically based hypotheses (Schmidt & Hunter, 2014). Grouping studies with conceptually similar findings together emphasizes empirical patterns and could potentially answer scientific questions more adequately than a single study could (Hunter & Schmidt, 2004; Wells, 2009). Furthermore, this method enables the researcher to limit sampling and measurement error (Hunter & Schmidt, 1990). Lipsey and Wilson (2001) mention that a meta-analysis enables the researcher to identify relationships or effects in particular populations that may not be revealed by other research approaches. Thus, by gathering all African research findings together, the power to detect effects and examine effect sizes is enhanced.

### **3.1. SAMPLING**

The sample is restricted to published studies conducted in the 54 countries on the African continent of individuals working in these African countries. The sample was obtained by coding the studies from the various academic journal articles and other publications which meet inclusion criteria (specified below). All sample sizes from the various published studies were added together to calculate an overall sample size for the meta-analysis.

### **3.2. DATA COLLECTION**

To minimize selection bias, it is advisable to use more than one database when conducting a meta-analysis (Cheung & Vijayakumar, 2016). Therefore, to conduct a

thorough search and to obtain all available research reports that provided mean levels of WFC and WFE for African working populations, databases included ABIInForm, EbscoHost, Proquest, PsychInfo and Google Scholar. By identifying the right keywords, searches were made to find all relevant published studies. The search terms “work-family”, “work-life” and “work-home” were paired with “conflict”, “interference”, “interaction”, “integration” and “balance”, in all possible combinations. These keyword combinations were then paired with each of the names of the 54 countries, respectively, to limit the results to the applicable geographic criteria. The researcher’s electronic search obtained a total of 1 198 results. From the initial 1 198 articles obtained, only 65 of those articles were deemed relevant to the research questions for this study. The majority of the South African research studies, i.e., 23 articles, were already gathered and coded by Du Toit (2018). To this, I added the information from studies conducted in all other African nations. Combined, these two data sources resulted in 88 articles, of which 61 articles were used to conduct a meta-analysis of means.

The included studies were required to have been peer reviewed academic journal articles and dissertations of a quantitative nature. Descriptive statistics, Cronbach’s alphas (reliability coefficients) for WFC, FWC, WFE and FWE as well as the number of response options from the Likert scales used to measure these variables must be provided in each article/paper or available upon request from the author for a particular study for that study to be included. Therefore, qualitative studies and theoretical research reports were excluded. Most importantly, reports of mean levels of at least one of the four mentioned variables were necessary for a study to be included in the meta-analysis.

However, this data collection method is not without limitations. Meta-analysis is plagued by what is commonly called a publication bias. Journals are reluctant to publish studies with null findings, so there may exist a number of unpublished articles with null findings that, if made public, would alter the meta-analytic effect sizes. This is also called “the file drawer problem,” where scholars who do not support their hypotheses may not attempt to publish their study, but rather hide it away in a file drawer (Button, Bal, Clark & Shipley, 2016). Furthermore, in regard to African studies in particular, the majority of work and family spillover studies are qualitative in nature and must therefore be excluded from this meta-analysis. The meta-analysis therefore does not capture unpublished work nor qualitative

work, limiting the degree to which it captures the sum total of all studies in a particular topic area.

### 3.3. DATA ANALYSIS

After all African research studies that met the inclusion criteria were gathered, the data necessary to answer the four research questions was recorded on two separate Excel spreadsheets. The first spreadsheet recorded the findings of WFC and FWC, whereas the second spreadsheet recorded the findings for WFE and FWE. The research questions necessitated the calculation of overall mean levels of WFC, FWC, WFE and FWE across studies. Therefore, it was first necessary to convert the scales used in each individual study to the same 5-point scale, for cross-study aggregation. In order to achieve this, all studies which did not use a 1-5 Likert scale required a mean transformation utilising the following equation developed by Card (2011):

$$X_2 = \frac{(X_1 - \min_1)(\max_2 - \min_2)}{\max_1 - \min_1} + \frac{\min_2}{2}$$

**Figure 1: Card (2011) Equation to Transform Mean Values**

This equation allows mean values for a particular variable, measured by different rating scales, to be converted to the same scale/metric. In Card's (2011) equation, variable  $X_2$  indicates the output of the new mean value and  $X_1$  represents the current mean value that needs to be transformed.  $\max_1$  and  $\min_1$  are respectively the highest and lowest scores on the current rating scale, and  $\max_2$  and  $\min_2$  are respectively the highest and lowest scores on the desired rating scale (Card, 2011). In this study, a 5-point Likert scale is the desired rating scale where  $\max_2 = 5$  and  $\min_2 = 1$ .

After the transformation of the WFC, FWC, WFE and FWE mean values, each research study's sample size was multiplied by its mean value to weight it by its sample size. This was done so that studies with larger samples contributed more weight in the overall meta-analytic calculation (Hunter & Schmidt, 1990) than studies using small sample sizes. Then, the overall mean for each of the four variables of interest (WFC, FWC, WFE, and FWE) was calculated by adding all sample-weighted means together and dividing this value by

the overall sample size for all studies combined. This process of calculation resulted in four mean values, one generated for each variable under study, each falling within a 5-point Likert scale.

### **3.4. RESEARCH ETHICS**

A meta-analysis was utilised to gather the required information, and therefore ethical approval was not necessarily appropriate for this research study. Yet, as the requirements of my Masters programme dictate, I filed an ethical clearance application. As mentioned earlier, published research reports were used to collect and synthesise data and no new samples were obtained nor were any human subjects involved. As well, the published research studies I utilised are presumably already covered by the ethical approval of the authors' respective institutional review committees.

## **4. RESULTS**

In answering the research question and its four sub questions a meta-analysis of means was conducted to calculate the overall mean levels of both negative and positive work and family spillover in African nations. The four research questions focused on calculating the mean levels of work-family conflict, family-work conflict, work-family enrichment and family-work enrichment respectively, with the purpose of determining the level of conflict and enrichment workers in African nations experience between their work and family lives.

A summary of the meta-analysis results for conflict and enrichment are depicted in tables 2 and 3, respectively. The number of studies conducted in Africa, the subset of these studies conducted in South Africa, the total sample and the mean level related to each variable are included.

The first research sub question focused on the mean level of work-family conflict among workers in African nations. As seen in Table 2, over all published studies, WFC has a mean level of 2.77. This indicates that African employees experience a score of 2.77 on a 5-point Likert scale. For WFC, 30 studies were meta-analysed, and a combined sample

size of 9 193 was calculated. However, 22 of the 30 studies were conducted on South African samples. These studies indicate that South African employees experience a WFC mean level of 2.59. This is a relatively lower score on the 5-point Likert scale than what the average African employee experiences. For sub question 2, the mean level of FWC among African workers were calculated. The results in Table 2 show that FWC has a mean level of 2.15. This means that workers in African nations experience a score of 2.15 on a 5-point Likert scale. Ten studies, with a combined sample of 2 935, were analysed to calculate the mean value of FWC. Seven of the ten FWC studies were conducted on South African samples, and indicate that South African employees experience a FWC mean level of 2.00.

Variable	k	k <sup>1</sup>	N	m	m <sup>1</sup>
Work-to-family Conflict	30	22	9193	2.77	2.59
Family-to-work Conflict	10	7	2935	2.15	2.00

*k* = number of meta-analytic studies in Africa, *k*<sup>1</sup> = number of meta-analytic studies done in South Africa, *n* = cumulative sample size, *m* = mean, *m*<sup>1</sup> = South African mean.

**TABLE 2: SUMMARY OF WFC AND FWC RESULTS**

The third sub question focused on determining the mean level of work-family enrichment for African workers. Table 3 shows the finding of a mean level of 3.48 for WFE. These results suggest that African workers experience a score of 3.48 on a 5-point Likert scale. The total number of studies used to calculate this was 14, with a combined sample size of 4 275 for WFE. However, only three of the total studies used to determine the WFE mean level were not conducted on a South African sample. When only considering the South African studies, employees experience a mean level of 3.21. Lastly, the fourth sub question asked about the mean level of family-work enrichment for workers in African nations. According to Table 3, the mean level for FWE was 3.50. This means that African employees experience a score of 3.50 on a 5-point Likert scale. Seven studies were used to generate the mean value for FWE, with a combined sample size of 1 938. Considering that only one of the FWE studies used a non-South African sample, the overall FWE mean level of African nations is significantly influenced by South African research. Therefore, I note the lack of quantitative studies on enrichment in other African nations.

Variable	k	k <sup>1</sup>	n	m	m <sup>1</sup>
Work-to-family Enrichment	14	11	4275	3.48	3.21
Family-to-work Enrichment	7	6	1938	3.50	3.47

*k= number of meta-analytic studies in Africa, k1 = number of meta-analytic studies done in South Africa, n = cumulative sample size, m= mean.*

**TABLE 3: SUMMARY OF WFE AND FWE RESULTS**

## 5. DISCUSSION

Before discussing the results of my main research questions, one thing that bears mention is the comparison in tables 2 and 3 of the number of published studies coming from South Africa versus the rest of the continent. When examining the statistics reported by the World Economic Forum (2017), South Africa had 28% high skilled employees, which far exceeds the 6,12% average of the rest of Africa. This suggests that the South African labour market differs greatly to that of the other countries in Africa. Subsequently, the data obtained from the average South African employee may experience a more advanced, perhaps more Western work environment than that of other African employees. This is evident when comparing the results from South Africa to the overall African results in this meta-analytic study.

I found that the average South African employee experiences significantly lower levels of conflict originating in both the work and family domains. This may be ascribed to the South African work environment having more skilled workers than in other African nations, and perhaps means that employees have already mastered the craft of balancing their work and family demands. Or, perhaps a greater preponderance of multinational, Western-based employers in South Africa means that work-family balance is emphasised by organisations in South Africa more. Perhaps employees in South Africa receive more organisationally provided work-family supports.

Turning to tests of the research questions of this study, a meta-analysis was completed to determine the levels of work-family conflict (Research question 1), family-work conflict (Research question 2), work-family enrichment (Research question 3), and family-work enrichment (Research question 4) in African nations. For research question 1, the mean

level was calculated, and a score of 2.77 was obtained. For research question 2, a mean level score of 2.15 was obtained. For research question 3, the mean level was calculated, and a score of 3.48 was obtained. Lastly, the results for research question 4 was calculated and a mean level score of 3.50 was attained.

In this meta-analysis, the maximum and minimum WFC mean levels in individual studies were 4.44, (Donald & Linington, 2004), and 1.53 (Oosthuizen, Mostert & Koekemoer, 2011), respectively. For FWC, the maximum mean was 3.79 (Dubihlela & Dhurup, 2013) and minimum mean was 1.77 (Steyl & Koekemoer, 2011). All four of these studies were conducted on South African samples. Therefore, it must be noted that the data obtained from the South African studies had a significant impact on the overall results of this meta-analysis.

For WFC and FWC, the mean levels of 2.77 and 2.15, respectively, can be considered moderate to low scores, given a 5-point scale. And this is in line with other African studies. Amongst other African research conducted on work-family conflict, Annor and Amponsah-Tawiah (2017) found means of 2.98 (WFC) and 2.87 (FWC) in their study. They reported that when individuals attempt to manage both their work and family domains, it often results in creating a major source of stress which can in turn hold negative consequences for employee well-being. Thus, WFC and FWC have become a critical issue among employees in African Nations (Akinbode & Ayodeji, 2017). In the present study, like in many others, work-to-family conflict's mean ( $m = 2.77$ ) was higher than family-to-work conflict's mean ( $m = 2.15$ ). These findings suggest that African employees experience their work domain to interfere more with family life than the other way around.

From the literature, it is evident that significant socio-economic changes have occurred over the last few years across Africa (Akinbode & Ayodeji, 2017). Due to reported development in the larger cities such as Lagos and Abuja in Nigeria (Akinbode & Ayodeji, 2017), employees have increasingly had trouble managing demands in both their work and family domains. Additionally, Uzoigwe, Low and Noor (2016) and Dartey-Baah (2015) also mentioned that job demands and job pressures have significantly increased among employees in African nations due to the reported changes in their work environments. According to Ugwu, Amazue and Onyedire (2017) employees who perceive a high level of

job demands are likely to experience exhaustion and fatigue. As a result, they may lack energy and motivation to respond to demands occurring in the family domain. Furthermore, high levels of stress can also be ascribed to job insecurity, long hours of work and inadequate pay (Karatepe & Magaji, 2008). Therefore, the results of this study may confirm that the excessive time and resources spent in the work domain is resulting in negative consequences in the family domain.

In contrast to the high levels of WFC, the results shown in Table 2 indicates that the negative impact that the family domain has on African employees' work domain is to a small degree less compared to WFC. Akinbode and Ayodeji (2017) found that FWC is more apparent amongst female employees than their male counterparts. The reason for this may lie in the fact that women only recently entered the labour market in most African countries (Okonkwo, 2013). But these women must now learn how to cope with meeting both work demands and their domestic responsibilities such as: taking care of their children and spouses, doing house work and looking after their aged parents (Karatepe & Magaji, 2008). Hence, family-work conflict might not be problematic for the entire workforce, but more for certain groups of individuals, which may explain the lower rate for reports of FWC than WFC.

In table 3, the positive side of the work-family interface is illustrated. Compared to table 2, enrichment seems to far exceed conflict between work and family for African workers. In the individual studies I used, the maximum mean level of WFE was 3.78 (Jaga, Bagraim & Williams, 2013), and the minimum mean was 2.07 (Mostert, Peeters & Rost, 2011). FWE had a maximum mean of 3.86 (Jaga & Bagraim, 2011), and a minimum mean of 3.13 (Oosthuizen, Coetzee & Munro, 2016). Again, all four studies were conducted on South African samples, indicating that the greatest variance in means came from this population.

For WFE and FWE, mean levels were calculated at 3.48 and 3.50 respectively, which can be considered mid-range scores on a 5-point Likert scale. Work-family enrichment delivered a relatively high mean level, which indicates that African employees experience a supportive working environment, where they may be provided with resources that cultivate positive spillover into the family domain (Koekemoer, Strasheim & Cross, 2017). This may also be an indication that African employees are more engaged in their work and

that they have the necessary job resources to perform their job effectively (Akram, Malik, Nadeem & Atta, 2014), which has positive spillover to family.

The mean level calculated for WFE ( $m=3.48$ ) was almost identical to FWE ( $m=3.50$ ), meaning that African employees experience their work domain to enrich their family domain at about the same rate as their family domain enriches their work domain. In Okonkwo's (2013) study, it was found that most female employees still take delight in conducting their traditional household responsibilities, despite having to simultaneously deal with various demands in the work domain. Therefore, it could be said that partaking in activities in the family domain can provide employees with more positive resources that may spill over to enrich the work domain (Jaga & Bagraim, 2011).

Furthermore, an overall examination of the meta-analytic findings suggests that despite the evident existence of conflict and strain between work and family roles (Oosthuizen, Visser & Mudzimu, 2014), employees in African nations seem to experience enrichment more prominently in work and family spillover than they experience conflictual spillover (Mostert, 2006; Van Aarde, 2008; Mostert & Rathbone, 2007).

## **5.1. IMPLICATIONS FOR FURTHER RESEARCH**

Despite the global nature of the phenomena of work–family conflict and enrichment, the existing literature has been dominated by studies conducted mainly in Western, and to some extent Asian, countries (Annor, 2016). Regardless of multiple calls for researchers to examine how employees in African nations socially construct and experience work and family roles, relatively few studies have attempted to explore the extent to which existing knowledge on work-family conflict generalizes to the African context. Therefore, a suggestion for future studies may be to expand on this research to focus more on developing countries on the African continent, as I have done, in order to obtain a holistic view of the positive and negative spillover experienced in work and family domains. Furthermore, researchers can use the findings of this mini-dissertation to determine how African countries compare to various other nations globally, especially those in the Global North where most of the work-family research has been done. Additionally, it may be

insightful to identify apparent differences in how various nationalities experience and deal with work and family conflict and enrichment.

## **6. LIMITATIONS**

The study is not without limitations. The published research conducted on work and family spillover remains limited in African nations. While many articles were found in initial searches, very few articles met the selection criteria for this study. The majority of work and family spillover studies are qualitative in nature and therefore had to be excluded from this meta-analysis. The meta-analysis therefore did not capture unpublished work nor qualitative work, which may have limited the degree to which it captured the sum total of all studies in this particular topic area. As indicated in table 3, enrichment studies in African nations are even scarcer than studies on conflict. According to Hunter and Schmidt (2004), the minimum number of studies required to conduct a meta-analysis is three. While the meta-analytic calculations for family-work enrichment were done with  $k=7$  studies, this is still was not optimal. However, as more studies accumulate to add to these meta-analytic findings, the calculations may be updated by future scholars and more value may come from this research. Specifically, when more research on work-family spillover in African nations is published, these results should be re-analysed to ensure that the evidence remains the same.

An additional possible limitation is that as the individual studies were coded it was found that the included studies seemed to be limited to larger cities of a more developed nature, and certain industries. Amongst these industries, mining and nursing were quite popular. Therefore, the inclusion of more, varied industries may yield different outcomes. Furthermore, research conducted in South Africa focused more on higher socio-economic status workers, whereas the studies conducted in other African nations seemed to include a larger percentage of employees employed in low skill, low-wage jobs. So, these results may not generalise to all of the African workforce, of which 16% works in the informal economy, employed in low-skilled, low-wage jobs (World Economic Forum, 2017).

## **7. CONCLUSION**

The purpose of this study was to determine the levels of work-family conflict, family-work conflict, work-family enrichment and family-work enrichment experienced by workers in all African nations. From the meta-analytic findings, Africans seem to experience relatively low to average mean levels of conflict and significantly higher levels of enrichment. Organisations in Africa may be interested in these findings and may increase their efforts to better understand the antecedents and outcomes of positive and negative spillover in both the work and family domains, to ultimately adjust their human resource policies accordingly.

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