# WORK-FAMILY CONFLICT BI-DIRECTIONS AND BURNOUT AMONG FEMALE TEACHERS IN ENUGU, NIGERIA

**Ejike Okonkwo**
*Department of Psychology,*
*Faculty of the Social Sciences*
*Enugu State University of Science and Technology,*
*Enugu, Nigeria*
*E-mail: aejyke@yahoo.com*
*Phone: 08037431759*

**Abstract**

*This study investigated work-family conflict bi-directions (work interference with family and family interference with work) as predictors of burnout among female teachers in Enugu, Nigeria. Participants comprised 304 female teachers between the ages of 26 to 54 years (M=40.37, SD = 4.09) drawn from 24 State Government Secondary Schools in Enugu metropolis using criterion sampling. Okonkwo (2011) 32-item Work-Family Conflict Scale with two major subscales measuring work interference with family and family interference with work was administered. Maslach and Jackson (1986) 22-item Burnout Inventory was administered. Cross-sectional survey design was used while multiple regression was used as statistical test for data analysis. Results revealed that work-family conflict bi-directions (work interference with family and family interference with work) neither jointly nor independently predicted burnout at p > .05, thus giving credence to the view that it is the quality and not the quantity of roles that matters.*

**Keywords**: Work-family Conflict, Bi-directions, Burnout, Female Teachers

**Introduction**

Changes in both family structures and the nature of work have led to increase in the occurrence and importance of work-family conflict (Watson, Buchanan, Campbell & Briggs, 2003). Psychosocial alterations in societal values concerning gender roles in family life, also, have contributed to work-family conflict (Roger & Amato, 2000), which is cross role demands of work and family responsibilities. The cross role demands many a time precipitate work interference with family and family interference with work. The interferences between work and family have always resulted in work-family conflict. The conflict occurs when the employees

(e.g. women) extend their efforts to satisfy their work demands at the expense of their family demands or vice versa (Cole, 2004). Work-family conflict is a form of inter-role conflict in which role pressures from work and family domains are mutually incompatible in some respect (Flippo, 2005). It is a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible or incongruous in some respect, whereby participation in one role is made more difficult by virtue of participation in the other (Greenhaus & Beutell (1985).Work-family conflict is both bi-directional (work interference with family/ family interference with work) and multi-dimensional (time, strain, and behavior-based). And the multi-dimensional nature of work-family conflict occurs in each direction. Research (e.g. Ajiboye, 2008) has suggested that work interference with family and family interference with work are related but distinct constructs.

Work interference with family occurs when participation in work responsibilities makes it difficult for an employee to carry out family responsibilities (e.g. cooking, washing, child care e.t.c.). Family interference with work occurs when participation in family responsibilities makes it difficult for one to meet work responsibilities.  Family-related variables have significant impact on work-family conflict. Family interference with work is primarily determined by family demands and predicts negative work outcomes (Adebola, 2005).

Carlson, Kacmer and Williams (2000) distinguished three dimensions of work-family conflict (time–based conflict, strain-based conflict and behavior–based conflict) which occur in both work interference with family and family interference with work. Time-based work-family conflict built on scarcity theory suggests that personal resources such as time is deemed to be finite and reduces the amount of resources left for other challenges (Edwards & Rothband, 2000, Greenhaus & Powell, 2003). Time-based conflict occurs when the time spent on activities within one role makes it difficult to participate in another role.

Strain-based work-family conflict occurs when excessive demands from one role inhibits the performance of the other role by creating strain in the form of tension, anxiety and fatigue (Edwards & Rothband, 2000). This is a situation in which strain symptoms, such as stress, pressure, tension, anxiety, and fatigue, experienced within one role intrude  into the other role and affect one's performance in that role. In the case of work-family conflict, the two roles are incompatible in the sense that the strain and stress generated by one make it difficult to comply with demands of another.

Behavior-based conflict is a situation in which patterns of in–role behaviors are incompatible with expectations regarding behavior within the other role

76

(Edwards & Rothband, 2000). For example, the managerial stereotype emphasizes aggressiveness, self–confidence, emotional stability and objectivity (Campbell, 1994). These are sharp contrast to the image and behavioral expectations of a wife in the family, who is supposed to be care-giving, sympathetic, nurturing, and emotional.

Interestingly, married working women in Nigeria, like their counterparts in other parts of the world, find it challenging to balance work role and family role. And participation in the two roles precipitates role strain which often results in a variety of negative consequences in both the workplace and the family (Frone, Russell & Cooper, 1992). The responsibilities orchestrated by these roles make these individuals (working mothers) particularly vulnerable to stress (Seaward, 1999). Conflict between work role and family role has dramatic effects on individuals (Fu & Shaffer, 2001, Burke & Greenglass, 2001). For instance, higher levels of work-family conflict are related to higher levels of burnout (Allen, Herst, Bruck & Sutton, 2000). Among married working women, work and family responsibilities interact closely that separating the two nearly becomes impossible. Antecedent conditions in work and family domains may not be highly stressful, when considered alone, but their joint occurrence is apt to produce stress and consequently burnout (Bedeian, Burke & Moffet, 1988).Work-family conflict may lead to burnout (Peeters, Montgomery, Bakker & Schaufeli, 2003). Increasing job burnout is an important consequence of work-family conflict (Burke & Greenglass, 2001, Sweeney & Summers, 2002). Work-family conflict was significantly related to emotional exhaustion (Ahmad, 2010). Researchers (e.g. Innstrand, Langabelle, Espenes, Falkum & Aasland, 2008, Bergman, Ahmad, & Stewart, 2008, Fu & Shaffer, 2001) have studied the consequences of work-family conflict including emotional exhaustion, and work interference with family was found to be related to burnout (Lambert & Hogan, 2010).

Burnout is a type of stress response that is on the rise among workers today and most common among those who have intense contact and involvement with others during the course of their normal workday (Lee & Ashforth, 1990). It is a syndrome of emotional exhaustion, depersonalization and a feeling of reduced personal accomplishment (Lee & Ashforth, 1990).The first component or phase of burnout is emotional exhaustion. It is characterized by lack of energy, and a feeling that one´s emotional resources are used up. Emotional exhaustion refers to feelings of being emotionally over-extended and drained by one's contact with other people (Maslach & Leiter, 1997). Depersonalization is the second component of burnout. This phase of burnout typically occurs after emotional exhaustion and tends to be a direct response to the stressors of the job (Maslach, Schaufeli & Leiter, 2000). It refers to an individual's personal detachment from work. For those who deal with people on a day to day basis (human services

professions), it entails treating individuals (e.g. patients, clients, students e.t.c) as objects rather than people. Employees in the depersonalization phase of burnout will take cool, distant attitude toward work and the people on the job (Maslach & Leiter, 1997).

The final component of burnout, feeling of reduced personal accomplishment, is a decline in one's feelings of competence and successful achievement (Leiter & Maslach, 1988). Individuals in this phase of burnout view themselves negatively in both their ability to perform their jobs and their ability to have positive personal interactions. Individuals experiencing feeling of reduced personal accomplishment trivialize the things that they are successful at and no longer feel they are able to make a difference through their work or personal interactions (Maslach & Leiter (1997).

Burnout is most commonly associated with white collar professions (Karasek & Theorell, 1990) which combine a high level of interpersonal involvement with exposure to emotionally demanding situations. Such situations are prevalent particularly in the human services professions (people-helping profession), public service and managerial positions where clients impose constant demand or attention (Duxbury & Higgins, 1998). Moreover, workers in people-helping professions experienced more burnout than employees in non-people-helping professions (Ugwu, 1998). Grzywacz and Marks (1995) found that non-married women reported less negative spillover from work to family than their married counterparts and consequently strain (e.g. burnout). Thus, Nigerian mothers in human service profession (e.g. teaching) are likely to slide into burnout because of the spillover from their work responsibilities with built-in strain to family responsibilities (e.g. home care and child care) and spillover from family responsibilities to work responsibilities. Specifically, teaching job among other challenges exposes teachers to intense contact and involvement with students during the course of a normal workday. In Nigeria, teaching responsibilities extend beyond the work setting to the home setting (e.g. reading, preparing lesson note, and marking exam scripts e.t.c). These intense contact with students and extension of responsibilities from work setting to family setting almost all the time are likely to expose this segment of women to work-family conflict resulting in chronic stress which if not properly managed might result in burnout, hence the objective of this present study to find out if work-family conflict bi-directions will jointly and independently predict burnout among female teachers. Thus, it has been hypothesized that work-family conflict bi-directions will jointly and independently predict burnout among this segment of female teachers.

## Method
### *Participants*
The study was conducted among 304 female secondary school teachers between the ages of 26 to 54 years drawn from 24 state government secondary schools within Enugu, the capital city of Enugu State in the South-eastern part of Nigeria. All the participants were qualified teachers with 24 percent holding National Certificate of Education, 53 percent had Bachelors Degree in Education; 10 percent had Post-graduate Diplomas in Education, and 13 percent with a Masters Degree in Education.

Criterion sampling, which involves selecting, cases (participants) that meet some predetermined criteria of importance (Patton, 1990), was used to select the participants. The criteria set for the sample selection was that the participants (female teachers) must have spent at least a year as teachers in the schools, were married and living with their husbands, had at least one child, and were living with at least one of their children. Widows and divorcees were not included in order to avoid confounding the findings of the study. Thus, the female teachers selected for the study met these predetermined criteria set for sample selection. The principals of the selected schools facilitated the sample selection by examining the files of their teachers in order to identify those who met the set criteria.

A total of 177 (58.2 percent) of the participants had children aged between 1 and 11 years; 87 (28.7) had children aged 12 to 17 years; and 40 (13.2 percent) had children aged 18 years and above. In addition, 198 (65.1 percent) of the participants had at least one person assisting them with domestic chores while the remaining 106 (34.9 percent) had nobody assisting with domestic chores.

### Instrument
Data was collected using Okonkwo (2011) 32-item Work-Family Conflict Scale with two major subscales measuring the bidirectional/multidimensional aspects of work-family conflict, Maslach and Jackson (1986) 22-item Burnout Inventory measuring the components of burnout.

### Demographic Information
This specifically collected the teachers' demographic information such as their age, educational qualification, rank, years of experience as a teacher, marital status, as well as the number and ages of their children.

### Work-family Conflict Scale
This comprised two major subscales.
Subscale 1: 18-item Work Interference with Family Scale
Item-total correlations from item analysis of these 18 items ranged from 0.39 to

0.69 and their item loadings ranged from 0.53 to 0.85 and were considered acceptable since Mitchel and Jolley (2004) noted that item loading of 0.30 is good and 0.70 very high. Cronbach Alpha of 0.89 was reported for the 18 items. Cronbach Alpha of 0.89 was accepted as a good index of the 18-item work interference with family scale's internal consistency since Mitchell and Jolley (2004) noted that an index of 0.70 (and preferably above 0.80) is needed to say that a measure is internally consistent.

Subscale 2: 14-item Family Interference with Work
Item analysis of these 14 items revealed item-total correlations ranging from 0.38 to 0.64 and item loadings ranging from 0.55 to 0.76. Cronbach Alpha of 0.88 was reported for the 14 items. The 18-item work interference with family scale and the 14-item family interference with work scale were in Likert form and had direct scoring for all the items. Therefore, a response of strongly agree = 5, agree = 4, undecided = 3, disagree = 2 and strongly disagree = 1.

However, the 18-item work interference with family scale and the 14-item family interference with work scale were combined to give the 32-item work-family conflict scale measuring bidirectional (work interference with family, family interference with work) and multidimensional (time, strain, behavior-based) aspects of work-family conflict. This 32-item work-family conflict scale (mean (N=100) of 32.89) by the researcher was administered simultaneously with Carlson, Kacmar and Williams (2000) 18-item work-family conflict scale measuring bidirectional/multidimensional aspects of work-family conflict and correlation of the scores from the two scales yielded coefficient value of 0.55, hence establishing the convergent validity of Okonkwo (2011) 32-item work-family conflict scale.

**Maslach Burnout Inventory (MBI)**
The third instrument comprised Maslach and Jackson (1986) 22-item Burnout Inventory measuring the various components of burnout (emotional exhaustion, depersonalization and feeling of reduced personal accomplishment). The inventory was originally designed by Maslach and Jackson (1986) reported Cronbach Alpha of 0.71 to 0.90 and test retest reliability coefficient of 0.60 to 0.80. Coker (1999) using Nigerian samples reported Cronbach Alpha of 0.86 and split-half reliability coefficient of 0.57. And by correlating the subscales of Maslach and Jackson burnout inventory with Psycho-physiological Patterns of Anxiety Scale by Omoluabi (1987), Coker (1999) obtained concurrent validity coefficient in the range of 0.01 to 0.36. The present researcher in a pilot study reported Cronbach Alpha of 0.81 and split-half reliability of 0.58.

**Procedure**

Stage one, a letter was written officially to the Ministry of Education, Enugu State, Nigeria requesting for the number of state Government Secondary Schools within Enugu, the capital city of Enugu state and permission to use a sample of the female teachers in the schools as participants for the study. The requested information and permission were granted within two weeks of the application.

Stage two, equipped with the requested information (e.g. 24 state secondary schools and their locations) and permission, a visit was made to the principals of the schools in their schools respectively. The principals serving as research assistants facilitated the examination of files of these teachers in order to identify those teachers who met certain criteria which included spending at least one year in the schools, married with children (at least a child of one year per teacher), living with their husbands, living with their children (at least one child per teacher). However, divorces and widows were not included.

Stage three, considering the number (N= 356) of the identified female teachers who possessed these criteria and volunteered to participate, all (N =356) were selected for the study. Therefore, 356 copies of the questionnaire (measuring the bi-directions of work-family conflict and burnout) were given to the principals (research assistants) who administered them to the identified female teachers in their respective schools. The participants were instructed to take the copies of questionnaire home, study them carefully, complete and return them to the principals within one week. This was the procedure in each of the 24 schools.

Stage four, copies of the completed and returned questionnaire were retrieved from the principals. Of the 356 copies of the questionnaire administered, 304 (85.39%) copies were properly completed and returned while 43 were returned but not properly completed and 9 were not returned. Therefore, the 304 copies properly completed and returned were used for analyses.

**Design/Statistics**

Cross-sectional survey design was used. Multiple regression was used as statistical test for data analysis.

**Results Table 1: Multiple Regression on Work Interference with Family and Family Interference with Work as predictors of Burnout.**

| Criterion Variable | Predictor Variables | b | Beta | t | P | Confidence Limit Lower Bound | Upper Bound | R | $R^2$ | Adjusted $R^2$ | F | p |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Work interference with family | 0.254 | 0.110 | 1.793 | >.05 | -0.025 | 0.533 | | | | | |
| Burnout | Family interference with work | 0.140 | 0.054 | 0.875 | >.05 | -0.175 | 0.455 | 0.139 | 0.019 | 0.013 | 2.978 | >.05 |

As shown in table 1, work interference with family (time+ strain + behaviour-based) and family interference with work (time + strain + behaviour-based) did not jointly predict burnout (emotional exhaustion + depersonalization + feeling of reduced personal accomplishment), $R^2 = 0.02$, $F (3,303) = 2.98$, p>.05. These insignificant results indicated no association between the predictor variables (work interference with family+ family interference with work) and the criterion variable burnout (burnout), R = 0.14. Together, work interference with family and family interference with work accounted for 1.3% of the variation in burnout (Adjusted $R^2 = .013$).

Moreover, the regression coefficient for work interference with family (b) was 0.25 (95% confidence interval of -0.03 to 0.53) and family interference with work (b) was 0.14 (95% confidence interval = - 0.18 to 0.46). Since the confidence limits encompassed negative values, it could be concluded that the population regression coefficient for work interference with family (t=1.79, ns) and family interference with work (t= 0.88, ns) were negative.

Considering these results, the standardized regression coefficients indicated that work interference with family (time+ strain + behaviour- based) and family interference with work (time+ strain+ behaviour-based) did not independently predict burnout (emotional exhaustion+ depersonalization + feeling of reduced personal accomplishment).

**Discussion**
While the findings are contrary to previous research findings (e.g. Peeters, Montgomery, Bakker & Schaufeli, 2003, Burke & Greenglass, 2001, Sweeney & Summers, 2002, Lambert & Hogan, 2010, Allen, Herst, Bruck & Sutton, 2000, ) which found relationship between work-family conflict and burnout, and burnout occurs more in occupations which allow constant contact with people (e.g.

Karasek & Theorell, 1990, Duxbury & Higgins, 1998), they support the view that it is the quality and not the quantity of roles that matters (Barunch & Barnett 1987) and positive spill-over hypothesis which postulates that satisfaction, energy and sense of accomplishment derived from one domain transfers to another (Frone, 1992).

The results of this present study have shown that work interference with family (time, strain and behavior-based) and family interference with work (time, strain and behavior-based) neither jointly nor independently predicted burnout (emotional exhaustion, depersonalization and feeling of reduced personal accomplishment).There was no association between work-family conflict and burnout. Among these teachers, as work responsibilities interfered with family responsibilities and family responsibilities interfered with work responsibilities simultaneously, no meaningful change was observed in burnout. Thus, work interference with family (time, strain and behavior-based) and family interference with work (time, strain-based and behavior-based) operating together failed to account for a meaningful variation in burnout (emotional exhaustion, depersonalization and feeling of reduced personal accomplishment).Similarly, work interference with family (time, strain and behavior-based) and family interference with work (time, strain and behavior-based) operating as independent factors did not show significant relationships with the variations in burnout (emotional exhaustion, depersonalization and feeling of reduced personal accomplishment) among these teachers.

In spite of these present findings not being in congruence with some previous findings, they still support Barunch and Barnett (1987) findings which reported that women who had multiple roles (e.g. mother, wife, employee) were less depressed and had higher self-esteem, satisfied with their marriages and jobs than women who were not married, childless and unemployed. They, however, argued that it is the quality of roles rather than the quantity of roles that matters. In their view, there is a positive association between multiple roles and good mental health when a woman likes her job and home. In line with this view, it is argued that in Africa especially in South-eastern part of Nigeria, traditional gender-role orientation which designates domestic responsibilities the preserve of women irrespective of their participation in paid employment makes women view multiple roles as beneficial. For instance, Nigerian women are happy and satisfied combining work and family responsibilities because resources from paid employment (e.g. salary) contribute immensely to the upkeep of their families (Okonkwo, 2011).

Moreover, the high levels of unemployment and poverty in Nigeria have strongly supported the participation of women in paid employment to augment the meager

income of their husbands. These benefits are in congruence with a tenet of the conservation of resources theory which holds that resource gain is virtually unrelated to distress (Hobfoll, 1998). Moreover, they support earlier finding that participation in multiple roles provides adequate opportunities and resources which benefit both work and family which results in work-family enhancement (O'Neil & Greenberger, 1994).

**Conclusion**
In the light of these findings, it has been concluded that if the two directions of work-family conflict jointly and independently could not predict burnout, then combination of work and family responsibilities by women is not totally bad.

**Recommendations**
In order to enhance the benefits accruing from engaging in multiple roles and minimize the disadvantages, therefore, Nigerian women should be encouraged adequately (e.g. family-friendly organizations) to participate in paid employment irrespective of their deep engagement in domestic responsibilities. This adequate support will give credence to Eya´s (2002) view that the kind of occupation one engages in gives her an identity. Moreover, supporting Nigerian women especially teachers to combine work and family responsibilities will be in line with Hoffman (1974) as cited in Eya (2002) who noted that a working mother who obtains satisfaction from her work, who has made adequate arrangements to go about her dual roles, does not involve in undue strain and who does not feel so guilty that she overcompensates is likely to do quite well, and under certain conditions, better than does the nonworking mother. In the light of the present findings, therefore, Nigerian women should be encouraged to combine work and family responsibilities, and at the same time given the adequate support for personal growth and accomplishment in the two roles.

**References**
Adebola, H.E (2005). Emotional expression at workplace: Implications for work-family role ambiguities. *Journal of Applied Social Psychology, 32(21)*)102-115.
Ajiboye,S.O. (2008). Analysis of causal factors of work-family role conflict among male and female workers. *Journal of Sociological Studies, 4 (2),* 93-104.
Ahmad, A. (2010). Work-family conflict among junior physicians: It's mediating role in the relationship between role overload and emotional exhaustion. *Journal of Social Sciences,6(2)*, 265 – 271.
Allen, T. D., Herst, D. E. L., Bruck, C.S. & Sutton, M. (2000). Consequences Associated with Work-Family Conflict. A review and agenda for future research. *Journal of Occupational Health Psychology, 5,* 278-308.

Barunch,G & Barnett, R. (1987). Social Roles, Gender and Psychological Distress. In R. Barnett, L. Biner & G. Baruch (eds) Gender and Stress. Free Press, New York, Pp.122-143.

Bedeian, A.G, Burke, B.G & Moffet, R. G. (1988). Outcomes of work-family conflict among married male and female professionals. *Journal of Management, 14 (3),* 475-491.

Bergman, B.F., Ahmad, F. & Strwart, D.E. (2008). Work-family balance, stress and salivary cortisol in men and women academic physicians. International Journal of Behavioural Medicine, 15, 54 – 61.

Burke, R.J. & Greenglass, E.R. (2001). Hospital restructuring, work-family conflict and psychological burnout among nursing staff. *Psychol. Health, 16,* 583 – 595.

Campbell, D.J. (1994). The effects of family responsibilities on the work commitment and job performance of non-professional women. *Journal of Occupational and Organizational Psychology, 67,* 283 – 296.

Carlson, D.S, Kacmar, K.M. & Williams, L. J. (2000). Construction and initial validation of a multidimensional measure of work-family conflict. *Journal of Vocational Behaviour, 56(2),* 289-296.

Coker, A.O. (1999). *Assessment of burnout syndrome in doctors and nurses.* Unpublished M.Sc. Research project, Department of Psychology, University of Lagos.

Cole, D.W. (2004). Social reflection on women playing dual roles: An assessment of women in leadership positions. *Journal of Gender Studies*, *7*(*2*), 126-132.

Duxbury, L. & Higgins, C (1998). *Work-life balance in Saskatchewan: Realities and challenges.* Saskatoon: Government of Saskatchewan.

Edwards, J. & Rothband, N. (2000). Mechanisms linking work and family: Changing the relationship between work and family constructs. *Academy of Management Review, 25(1),* 178 – 199.

Eya, R.N (2002). *Human Growth and Development.* University of Nigeria Press Limited.

Flippo, M.B (2005). Approaches to work-family role conflict in organizations. *Journal of Sociological Studies*, *10(2*), 48-59.

Frone, M.R., Russel, M & Cooper, M.L. (1992). Antecedents and outcomes of work-family conflict: Testing a model of the work-family interface. *Journal of Applied Psychology, 7,* 65 – 78.

Frone, M.R. (1992). Antecedent and Outcomes of work-family interface. *Journal of Applied Psychology, 77 (1),* 65-78.

Fu, C. & Shaffer, M.A. (2001). The tug of war and family: Direct and indirect domain-specific determinants of work-family conflict. Persn. Rev., 30: 502 – 522. DOI: 10.1108/EUM0000000005936.

Greenhaus, J.H. & Beutell, N. J. (1985). Sources of conflict between work and

85

family roles. *Academy of Management Review, 10,* 76-88.

Greenhaus, J. & Powell, G. (2003). When work and family collide: Deciding between competing role demands. *Organizational Behavior and the Human Decision Process, 90(2),* 291 – 303.

Grzywacz, J.G & Marks, N. F (2000). Family, work, work-family spillover and problem drinking during midlife. *Journal of Marriage and Family,* 62, 336-348.

Hobfoll, S.E. (1998). *Stress, culture and community.* The psychology and philosophy of stress. New York: Plenum.

Hoffman,L.W. & Nye, F.I (1974). Working mothers. San Francisco: Jossey-Bass. University of Michigan, Ann Arbor, M I.

Innstrand, S.T, Langaballe, E.M, Espenes, G.A, Falkum, E & Aasland, O.G (2008). Positive and negative work-family interaction and burnout: A longitudinal study of reciprocal relations. *Work and Stress, 22(1),* 1-15.

Karasek, R. & Theorell, T. (1990). Healthy work stress, productivity, and the reconstruction of working life. New York: Basic.

Lambert, E.G, Hogan, N.L. & Altheimer, I. (2009). The association between work-family conflict and job burnout among correctional staff: A preliminary study. *American Journal of* Criminal *Justice,* 35, 1-2.

Lambert, E.G. & Hogan, N.L. (2010). Work-family conflict and job burnout among correctional staff. *Psychological Reports, 106(1),* 19-26

Lee, R. T. & Ashforth, B.E. (1990). On the meaning of Maslach's Three Dimensions of Burnout. *Journal of Applied Psychology, 75(6),* 742-747.

Leiter, M.P. & Maslach, C. (1988). The Impact of Interpersonal environment on burnout and organizational commitment. *Journal of Organizational Behavior, 9(4),* 297 – 308.

Maslach, C & Jackson, S. (1986) *The Maslach Burnout inventory.* Manual (2nd ed). Palo Alto. Consulting Psychologist Press.

Maslach, C & Leiter, M. P. (1997). *The truth about burnout.* How organizations cause personal stress and what to do about it. San Francisco Bass Publishers.

Maslach, C, Schaufeli, W.B & Leiter, M. P (2000). Job burnout. *Annual Review,* 52, 397 - 422.

Mitchell,M. L & Jolley, J.M (2004). *Measuring and manipulating variables*: Reliability and Validity. Research Design Explained 5th edition (pp, 104 & 536).

Okonkwo, A.E. (2011).*Work-family conflict as predictor of burnout among mothers in human service profession.* Unpublished Ph.D Thesis, Department of Psychology, Enugu State University of Science and Technology, Enugu, Nigeria.

Omuluabi, P.F (1987). *Psychophysiological patterns of anxiety in the development of psychopathology.* Unpublished Ph.D Thesis, University of

Lagos.

O'Neil, R &. Greenberger, E. (1994). Patterns of commitment to work and parenting. Implicating for role strain. *Journal of Marriage and the Family, 56*, 101-112.

Patton, M.Q (1990). *Qualitative evaluation and research methods*. SAGE Publication. Newbury Park London, New Delhi.

Peeters, M.C, Montgomery, A. J, Bakker, A. B & Schaufeli, W.B. (2003). Balancing work and home: How job and home demands are related to burnout. *International Journal of Stress Management, 12,* 43 – 61.

Rogers, S. & Amato, P. (2000). Have changes in gender relations affected marital quality? *Social Forces, 79(2)*, 731 – 753.

Rothband, N. & Edwards, J. (2003). Investment in work and family roles: A test of identity and utilitarian motives. *Personnel Psychology, 56(3)*, 699 – 730.

Sweeney, J.T. & Summers, S.L. (2002). The effect of the busy season overload on public accountants job burnout. Behav.Res.Account., 14: 223 245.http:www.accessmylibrary.comarticle-IGI-84211301/effect-busy-season-workload.html.

Seaward, M.R. (1999). The sandwich generation copes with elder care. *Benefits Quarterly, 15(2),* 4 - 48.

Ugwu,L.I (1998). Relationships between role-based stress and perceived psychological burnout in people-helping profession. *ESUT Journal of Social Sciences and Humanities, 1(2),* 109 -115.

Watson, I. Buchanan, J, Campbell, I & Briggs, C. (2003). Fragmented futures: New challenges in working life. The Federation Press: Annandale Sydney.