

Influence Of Emotional Intelligence On Work-Family Role Conflict Management And Reduction In Withdrawal Intentions Of Workers In Private Organizations

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ABSTRACT

This study investigated the impact of emotional intelligence on work-family role conflict management and reduction in withdrawal intentions among workers in private organizations in Nigeria. The descriptive survey was adopted for the study. A total of 321 respondents were selected using a purposive stratified sampling technique. Three sets of questionnaires entitled 'Emotional Intelligence Scale (EIS), Work-Family Role Conflict Management Scale (WFCMS) and Withdrawal Intentions Scales' (WIS) were utilized for data collection. The Pearson Product Moment Correlation and t-test statistics were utilized for data analysis. The findings of this study revealed that emotional intelligence has significant influence on work-family role conflict management. It was also found that a significant relationship does not exist between emotional intelligence and reduction in withdrawal intentions. Moreover, the findings showed that a significant relationship exists between work-family role conflict management and withdrawal intentions. In order to possibly guarantee effective management of work-family role conflict and foster reduction in withdrawal intentions among the workforce, it is recommended that human resource training programmes that are capable of incorporating some work-oriented psychological issues, such as work-family role conflict management, employee retention strategies and emotional intelligence, should be organized for workers and managers on a continuous basis in both service and manufacturing organizations.

Keywords: Emotional Intelligence, work-family conflict, withdrawal intentions, Private Organizations, Southwest Nigeria

INTRODUCTION

Work-family role conflict, as a syndrome, is characterized by emotional exhaustion likely to be experienced by individuals who work in an organization and are responsible for their family life (Johnson & Williams, 2004). Literature suggests that the negative effect of work-family role conflict on work attitude may be moderated by several variables (Martins, Samuel, Collins & Miller, 2002). In this study, emotional intelligence is expected to moderate the relationship between work-family conflict and job satisfaction and the relationship between work-family conflict and career commitment. George (2009) and Tsui, Thomas & Edward (2008) posit that family interference with work may have some negative consequences on the extent to which an employee will be satisfied with her work and committed to her career. In essence, it can be deduced that emotionally intelligent individuals are likely to have the ability to control such interferences or at least moderate them to an acceptable level. On the basis of this logic, conflict and job satisfaction are expected to exhibit a reasonable level of correlation. Specifically, there will be a more negative relationship between work-family conflict and job satisfaction for workers who are low on emotional intelligence than for those who are emotionally highly

intelligent. Similarly, Ciarrochi, Chan, & Bajgar (2001) reported that for low emotional intelligent, seasoned teachers, there will be a strong positive relationship between work-family conflict and career commitment and for high emotional intelligent, seasoned teachers, there will be a moderate negative relationship between work-conflict family and career commitment.

Withdrawal of employees is a process (Dulewicz & Higgs, 2000, and Mobley, 1992) which comprises constructs of withdrawal intentions (thinking of quitting, intention to search and to quit) as well as constructs of withdrawal behaviours (actually quitting, absence). A recent meta analysis used the constructs of intention to quit, thinking of quitting, withdrawal cognitions and expected utility of withdrawal as the components of withdrawal intentions (Griffeth, Hom & Gaertner, 2006, and Mayer, Salovey & Caruso, 2000). Adewoyin (2008) and Omole (2005) submit that emotional intelligence may significantly diminish employees' withdrawal intentions because of the ability to better regulate emotions. Research evidence also revealed that emotionally intelligent individuals are adept at putting themselves in positive affective states, and although they may experience negative affection states at times, they do not have significant destructive consequences (Babalola, 2007, and Akinboye, 2003). In this study, the withdrawal intentions process of workers was assessed.

Assessment of the positive affect is of importance in the sense of not becoming despondent in the face of daily or more profound obstacles occurring in organizational life. Rather, the individuals are likely to see the positive side of things and use their emotions, for example, to enhance persistence at challenging times and facilitate creativity for resolving difficulties (Grandey, 2009, and Postkins & Flippo, 2008). To a certain degree, emotionally intelligent individuals perceive themselves as part of the solution. As such, they feel a high level of identification and are less likely to develop withdrawal intentions (Akinjide, 2009). This is especially true for workers who must deal with their own difficulties as well as those of others. Those with high emotional intelligence will be inclined to say and deal with difficulties in adaptive ways (Bar-on & Parker, 2000). This, however, is not to say that emotionally intelligent individuals do not face difficulties when encountering job stress and changes in their job and career; rather, they have more and better coping capabilities than emotionally low individuals and are thus likely to develop lower withdrawal intentions.

The literature reviewed in this study had investigated the effect of work-family conflict on job satisfaction and career commitment as moderated by emotional intelligence. Little research efforts had been made toward assessing the moderating effect of emotional intelligence on work-family role conflict and withdrawal intentions from organizations. Even the existing research findings reported above still require further empirical verification, and the relative impact of emotional intelligence on reduction in workers' withdrawal intentions from their organizations resulting from work-family role conflict needs to be investigated, especially with the emergence of men and women in wage employment in Nigeria.

STATEMENT OF THE PROBLEM

Against this background, the study investigated the influence of emotional intelligence on work-family role conflict management and reduction in withdrawal intentions among workers in private organizations in Southwest Nigeria. This is for the purpose of ascertaining the moderating effect of emotional intelligence on work-family role conflict management and reduction in withdrawal intentions from organizations among workers in Nigeria.

OBJECTIVES FOR THE STUDY

Specifically, the objectives of the study are to:

1. determine the relationship between emotional intelligence and work-family role conflict management among the workers in private organizations in Southwest Nigeria
2. examine the influence of work-family role conflict on withdrawal intentions from organizations among the workers
3. ascertain the relationship between emotional intelligence and reduction in withdrawal intentions from organizations among the workers

4. determine the difference between work-family role conflict and withdrawal intentions of workers from service and manufacturing organizations on the basis of emotional intelligence
5. establish the gender differences in work-family role conflict and withdrawal intentions of workers from organizations
6. assess the difference between work-family role conflict and withdrawal intentions of workers from organizations on the basis of work experience
7. proffer plausible solutions and make recommendations toward effective management of work-family role conflict and retention of workers in work organizations in Nigeria

HYPOTHESES FOR THE STUDY

The following hypotheses were generated for the study:

1. There is a significant relationship between emotional intelligence and work-family role conflict management among the workforce.
2. There is a significant relationship between emotional intelligence and reduction in withdrawal intentions from organizations among the workers.
3. There is a significant relationship between work-family role conflict and withdrawal intentions among the workforce.
4. There is no significant difference between work-family role conflict and withdrawal intentions of workers from service and manufacturing organizations on the basis of emotional intelligence.
5. There is no significant difference between work-family role conflict and withdrawal intentions of workers from organizations on the basis of gender.
6. There is no significant difference between work-family role conflict and withdrawal intentions of workers from organizations on the basis of work experience.

METHODOLOGY

Design

The descriptive survey research design was adopted to establish the moderating effects of emotional intelligence on work-family role conflict and withdrawal intentions among workers in private organizations in Southwest Nigeria.

Population for the Study

The target population for the study consists of all workers that fall within middle and low management cadres in selected private organizations in Southwest Nigeria, which include Nigerian British Tobacco Company, United Bank for Africa Plc, United African Companies of Nigeria Plc., and West African Portland Cement Company Plc.

Sample and Sampling Technique

A total of 321 respondents were selected for the study using a purposive stratified sampling technique. The respondents consisted of 203 (63.2%) male and 118 (36.8%) female workers. The age range of the respondents was between 28 and 65 years with a mean age of 17.34 and standard deviation of 9.12. The purposive sampling technique was used to select the respondents who spent at least three years in their respective organizations. Of the respondents, 198 (61.7%) spent less than 10 years, while 123 (38.3%) spent more than 10 years on the job with their organizations. The respondents who spent more than 10 years on the job with their organizations were described as experienced, while those who spent less than 10 years were described as less experienced. The age range of the respondents was between 28 and 63 years with a mean age of 27.20 and standard deviation of 13.56, and 187 (58.3%) and 134 (41.7%) of the respondents, respectively, were selected from service and manufacturing organizations. The stratified sampling technique was utilized to select respondents on the bases of the strata of gender (male and female), working experience (experienced and less experienced), management cadre (middle and

low), and organization (service and manufacturing). The proportionate sampling technique was used to select respondents based on population of workers in the selected organizations.

Measures

A set of questionnaires entitled 'Emotional Intelligence and Work-Family Role Conflict and Withdrawal Intentions Scale' (EIWFRCWI), which was made up of three sub-scales, was utilized for data collection. Section A of each sub-scale contains the socio-demographic information of the respondents, which includes name and type of organization, age, sex, marital status, educational qualification, duration of membership of organization, etc.

Emotional Intelligence Scale (EIS)

In this study, emotional intelligence was measured with the self-report measure of emotional intelligence developed by Schutte and Malouff (1999) for several reasons. The measures used in this study consist of 33 items. Some samples are: 1) I know when to speak about my problem to others, 2) I am aware of my emotions as I experience... (appraisal and expression of emotion), 3) I present myself in a way that makes a good impression on others, 4) I have control over my emotions (regulation of emotion), and 5) When I feel a change in emotions, I tend to come up with new ideas and I use good moods to help myself keep trying in the face of obstacles (utilization). The measure was assessed using a modified Likert four-point response rating scale (ranging from 1 = strongly disagree to 4 = strongly agree). The Cronbach's alpha value for this scale was 0.90 and for the present study, the researcher reported a Cronbach reliability co-efficient of 0.89.

Meanwhile, Section C of the questionnaire measures emotional intelligence of male and female workers. It accounts for variation in emotional intelligence of workers based on gender. Scores for this sub-scale are determined by averaging the seven (of 33 total) items that address each component of work-life dimension. A high score represents a greater preference for emotional intelligence indicated.

Work-Family Role Conflict Scale (WRCS)

Section B of this measure is based on a 14-item scale developed by Gutek, Searles and Klepa (1991) for measuring the family-work role conflict. Some sample items are: 1) My work takes up time that I want to invest in my family, 2) My work life affects my level of commitment to the family, 3) My family demands and problems often interfere with my work, 4) The time utilized at work makes it hard for me to meet family demands, and 5) I spend more hours at work than at home, etc. The measure was assessed on a modified Likert four-point scale (ranging from 1 = strongly disagree to 4 = strongly agree). The inventory used in this study contains 14 items, seven for each conflict direction presented in randomized order. The author reported a Cronbach alpha of .77 for work conflict and .81 for family conflict, respectively; but for the present study; the researcher reported a Cronbach reliability co-efficient of 0.78 for work conflict and .81 for family conflicts, respectively.

Section C of the questionnaire measures work-family role conflict of male and female workers. It accounts for variation in family-work role conflict as experienced by workers based on gender. Scores for this sub-scale are determined by averaging the five (of 14 total) items that address each conflict dimension. A high score represents a greater preference for family-work role conflict indicated.

Withdrawal Intentions Scale (WIS)

This measure was evaluated by a scale developed by Michaels and Spector (1982) and contains 15 items that assesses withdrawal intentions of a worker from his/her organization. Some sample items are: 1) I think a lot about leaving my organization, 2) I am actively searching for an alternative to this organization, 3) As soon as possible, I will leave this organization, and 4) I have already applied for employment in another organization, etc. These items were assessed on a modified Likert four-point response rating scale (ranging from 1 = strongly disagree to 4 = strongly agree). On the scale, a score of 3-4 on the response rating indicates a high score. The instrument had a co-efficient alpha of 0.89, and for the present study, the researcher reported a Cronbach reliability co-efficient of 0.91.

Also, Section C of the questionnaire measures withdrawal intentions of male and female workers. It accounts for variation in withdrawal intentions of workers based on gender. Scores for this sub-scale are determined by averaging the three (of 15 total) items that address each conflict dimension. A high score represents a greater preference for withdrawal intentions indicated.

PROCEDURES

The researcher, with the assistance of four trained research assistants, administered the questionnaire on the premises of the selected organization. The researcher consulted the personnel managers of the selected private organizations in Southwest Nigeria for their approval and assistance in securing the interest and attention of the respondents.

Following the permission granted by the personnel managers, the researcher explained all aspects of the questionnaire to the respondents and assured them of confidentiality of the information to be supplied. A total of 385 copies of the questionnaire were administered and the 321 copies duly completed and returned were collated and analyzed for the purpose of the study. It took the researcher four weeks to administer and retrieve the questionnaires due to the geographical location of Southwest Nigeria.

METHOD OF DATA ANALYSIS

Data collected through the questionnaire were collated and analyzed using simple percentages and frequency count for demographic information. However, the Pearson Product Moment Correlation statistical method was used to test hypotheses one, two, and three. Also, hypotheses four, five, and six were tested using t-test statistics. All six hypotheses were tested at 0.05 alpha levels.

RESULTS

The results of the data analyzed for the study were presented on the basis of the hypotheses generated for the study.

Ho1: There is a significant relationship between emotional intelligence and work-family role conflict management among the workers.

Table 1: Summary of Pearson Product Moment Correlation Showing the Relationship between Emotional Intelligence and Work-Family Role Conflict Management

Variable	N	Mean	SD	r	P	Remark
Emotional Intelligence	321	22.54	12.98	0.412	.001	Significant (P <0.05)
Work-family role conflict management	321	22.37	12.71			

The results in Table 1 indicate that emotional intelligence had a significant positive relationship with work-family role conflict management, $r = 0.412$; $P < 0.05$. The findings show that emotional intelligence has really influenced effective management of work-family role conflict in selected work organizations in Southwest Nigeria. This implies that the workers’ utilizations of emotional intelligence tend to foster effective work-family role conflict management; thus, **Ho1** was accepted.

Ho2: There is a significant relationship between emotional intelligence and reduction in withdrawal intentions of workers from their organizations.

Table 2: Summary of Pearson Correlation Table of Analysis on Work-family Role Conflict and Withdrawal Intentions from the Organizations among the Workers

Variable	N	Mean	SD	r	P	Remark
Emotional intelligence	321	22.54	12.98	0.201	.312	Not Significant (P > 0.05)
Withdrawal intentions.		23.12	11.04			

The second hypothesis stated that there is a significant relationship between emotional intelligence and reduction in withdrawal intention of workers from their organizations. Table 1 revealed that a significant relationship does not exist between emotional intelligence and reduction in withdrawal intentions of workers from their organizations, $r = 0.201$; $P > 0.05$; thus, **Ho2** was not accepted.

Ho3: There is a significant relationship between work-family role conflict and withdrawal intentions among the workers.

Table 3: Summary of Pearson Correlation Table of Analysis on Work-family Role Conflict and Withdrawal Intentions from the Organizations among the Workers

Variable	N	Mean	SD	r	P	Remark
Work-family role conflict	321	21.45	11.9	0.66	.000	Significant ($P < 0.05$)
Withdrawal intentions.		19.05	10.65			

Table 3 reveals that a significant relationship exists between work-family role conflict and withdrawal intentions from the organizations among the workers, $r = 0.66$; $P < 0.05$). The findings show that work-family role conflict had significantly influenced withdrawal intentions from the organizations among the workers. This implies that the workers’ experiences of work-family role conflict tend to foster withdrawal intentions from their organizations; thus, **Ho3** was accepted.

Ho4: There is a significant difference between work-family role conflict and withdrawal intentions of workers from service and manufacturing organizations on the basis of emotional intelligence.

Table 4: Mean Standard Deviation and t-test-on Variables by Type of Organization

Variable	Type of Organization	N	Mean	SD	Df	T	P	Remark
Work-family role conflict	Service	374	21.33	12.56	319	18.32	.000	Significant ($P < 0.05$)
	Manufacturing	278	24.11	10.41				
Withdrawal intentions	Service	374	26.29	9.82	319	17.54	.453	Not Significant ($P < 0.05$)
	Manufacturing	278	26.14	8.77				

Table 4 shows that the respondents from service organizations were found to be demonstrating work-family role conflict than respondents from manufacturing organizations, $t(319) = 18.32$, $P < .05$. Also, the results revealed that respondents from both service and manufacturing organizations were found to be demonstrating the same level of withdrawal intentions from their organizations, $t(319) = 17.54$; $P > .05$; thus, **Ho4** was partially accepted.

Ho5: There is no significant difference between work-family role conflict and withdrawal intentions of workers from organizations on the basis of gender.

Table 5: Summary of Mean, Standard Deviation and t-test Analysis on Male and Female Workers’ Experiences of Work-family Role Conflict and Withdrawal Intentions

Variable	Working Experience	N	Mean	SD	Df	T	P	Remark
Work-family role conflict	Male	203	48.43	17.01	319	15.32	.451	Not Significant ($P > 0.05$)
	Female	118	50.22	16.36				
Withdrawal intentions	Male	203	47.67	14.31	319	12.45	.213	Not Significant ($P > 0.05$)
	Female	118	50.11	13.43				

Table 5 shows that there was no significant difference between male and female workers’ experiences of work-family role conflict, $t(319) = 15.32$; $P > 0.05$). The findings indicate that both male and female workers

equally experienced the same magnitude of work-family role conflict. Moreover, Table 5 reveals that no significant difference exists between female and male workers’ experiences of withdrawal intentions from their organizations, $t(319) = 12.45; P > 0.05$. The findings indicate that both male and female workers equally demonstrated the same magnitude of withdrawal intentions from their organizations; thus, **Ho5** was not confirmed.

Ho6: There is no significant difference between work-family role conflict and withdrawal intentions of workers’ from organizations on the basis of work experience.

Table 6: Summary of Mean, Standard Deviation and t-test Analysis on Work-family Role Conflict and Withdrawal Intentions of Workers from Organizations of the Experienced and Less Experienced Workers

Variable	Working Experience	N	Mean	SD	Df	T	P	Remark
Work-family role conflict	Experienced	123	56.23	18.11	319	14.43	.214	Not Significant (P>0.05)
	Less experienced	198	60.12	18.41				
Withdrawal intentions	Experienced	123	56.44	16.42	319	11.53	.378	Not Significant (P>0.05)
	Less Experienced	198	57.72	16.11				

Table 6 reveals that no significant difference exists between work-family role conflict of the experienced and less experienced workers, $t(319) = 14.43; P > 0.05$. The findings indicate that experienced and less experienced workers equally experienced work-family role conflict. Table 6 further reveals that no significant difference exists between withdrawal intentions of the experienced and less experienced workers, $t(319) = 11.54; P > 0.05$. The finding indicates that both experienced and less experienced workers equally demonstrated the same magnitude of withdrawal intentions from their organizations; thus, **Ho6** was not confirmed.

DISCUSSION OF FINDINGS

Hypothesis 1 postulates that there is a significant relationship between emotional intelligence and work-family role conflict management. The hypothesis was upheld. The findings indicate that emotional intelligence has significantly influenced workers’ effectiveness and efficiency in managing work-family role conflict. In essence, emotional intelligence in either service or manufacturing organizations could positively influence effective control of work-family role conflict among the workers. The findings corroborate George (2009), Bar-on and Parker (2000), Adewoyin (2008), and Akinjide (2009) who reported that work-family role conflict tends to be moderated based on the level of individual worker’s emotional intelligence. However, the findings disagreed with Grandey (2009) who submits that work-family role conflict could be effectively managed through the ability of the worker to influence some task environmental variables, which include political, socio-cultural, technological, and leadership and customers. The findings of the study imply that emotional intelligence tends to afford workers the opportunity to perform their duties with ease without much supervision, but may not be sufficient enough to effectively manage work-family role conflict.

As revealed by the findings of the present study, Hypothesis 2, which stipulated that there is a significant relationship between emotional intelligence and reduction in withdrawal intentions from the organization, was not confirmed. From the results, it was observed that the higher the emotional intelligence of the workers, the lower the level of withdrawal intentions from their organizations. In essence, the measure of withdrawal intentions, in an investigation of this kind, tends to unfold the fact that workers are not all that satisfied with their work conditions since the findings revealed that the lower the emotional intelligence, the higher the withdrawal intentions of workers from their organizations.

However, the respondents on this ground have shown positive reaction to the relevance of emotional intelligence to reduction in withdrawal intentions from the organization. The findings imply that a worker who is high on emotional intelligence tends to experience reduction on withdrawal intentions from the organization and that a worker who is low on an emotional intelligence scale tends to experience withdrawal intentions in a high magnitude. The findings tally with Akinboye (2003) and Omole (2005) who reported that emotional intelligence tends to positively moderate withdrawal intentions of workers from the organization. However, the findings disagree

with Action Society Trust (1996) that reported that no significant correlation was found between withdrawal intentions from the organization and emotional intelligence.

Hypothesis 3 stated that there is a significant relationship between work-family role conflict and withdrawal intentions from the organization. The findings revealed that the two variables are correlated. The findings imply that a high incidence of work-family role conflict invariably tends to influence withdrawal intentions from the organization. The findings corroborate Bar-on & Parker (2000), Ciarrochi, Chan, & Bajgar (2001), Grandey (2009), and Salovey & Mayer (2006) who submitted that as the tempo of work-family role conflict increases, the percentage of workers' commitment decreases and that this could affect the level of workers' satisfaction with the system. The findings imply that withdrawal intentions among the workers are not a function of the emotional intelligence, but rather attenuated by the interference of task structure with family responsibilities and commitment.

Hypothesis 4 stated that there is a significant difference between work-family role conflict and withdrawal intentions of workers from service and manufacturing organizations on the basis of emotional intelligence. Findings revealed that the respondents from service organizations were found to be demonstrating work-family role conflict more than respondents from manufacturing organizations. Also, the results revealed that respondents from both service and manufacturing organizations were found to be demonstrating the same level of withdrawal intentions from their organizations. The findings of the study indicate that the respondents from service-providing organizations tend to be high in their experience of work-family role conflict while the respondents from manufacturing organizations were found to be low in their experience of work-family role conflict. Also, the respondents from manufacturing organizations tend to demonstrate higher emotional intelligence and are virtually able to effectively manage work-family role conflict better than those respondents from service-providing organizations, possibly resulting from discriminating levels of emotional intelligence and patterns of their job involvement. The findings of the study tally with Johnson & Williams (2004), Martins, Samuel, Chan & Miller (2002), and Allen & Mayer (2002) who reported a direct association between moderating effects of emotional intelligence on work-family conflict and withdrawal intentions from the organization.

Hypothesis 5 stated that there is a significant difference between work-family role conflict and withdrawal intentions of workers from organizations on the basis of gender. Findings revealed that there was no significant difference between male and female workers' experience of work-family role conflict. The findings indicate that both male and female workers equally experienced the same magnitude of work-family role conflict. Moreover, the results showed that no significant difference exists between female and male workers' experience of withdrawal intentions from their organizations. The findings indicate that both male and female workers equally demonstrated the same magnitude of withdrawal intentions from their organizations. Thus, there is no gender difference in the experience of work-family role conflict and withdrawal intentions of workers from their organizations. The findings disagreed with Adewoyin (2008), George (2009), Mayer, Salovey & Caruso (2000), and Omole (2005) who reported a higher incidence of work-family role conflict and withdrawal intentions among female workers than male workers.

Furthermore, Hypothesis 6 predicted that there is a significant difference between work-family role conflict and withdrawal intentions of workers from organizations on the basis of working experience. Findings revealed that no significant difference exists between work-family role conflict of the experienced and less experienced workers. The findings indicate that experienced and less experienced workers equally experienced work-family role conflict. Table 6 further reveals that no significant difference exists between withdrawal intentions of the experienced and less experienced workers. The findings indicate that both experienced and less experienced workers equally demonstrated the same magnitude of withdrawal intentions from their organizations.

The findings of the study are in line with Tsui, Thomas & Edward (2008) and Babalola (2007) who posited that an organization where work is less divided displayed a relative disparity between the experienced and less experienced workers' experience of work-family role conflict and withdrawal intentions from the organization.

CONCLUSION

The study established that emotional intelligence has significantly influenced work-family role conflict and withdrawal intentions. Also, there was no significant gender difference in work-family role conflict and withdrawal intentions from organizations as moderated by emotional intelligence with a peculiar pattern in service and manufacturing organizations. Thus, effective management of work-family role conflict and withdrawal intentions from organizations among the workers is consequent to emotional intelligence and other organizational variables, such as job satisfaction, improved working conditions, work strain, and work load. Also, retention of workers for effective centralization and coordination of the task structure of an organization, with implications on goal achievement, requires high emotional-oriented task performance vis-à-vis reduction of work-family role conflict in work organizations.

RECOMMENDATIONS

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

Training programmes that are capable of incorporating some work-oriented psychological issues, such as burnout, stress management, work-family role conflict management, reduction strategies for workers' withdrawal intentions and inter-personal relations and that intend to enhance emotional intelligence and reduction of withdrawal intentions, should be organized for workers and managers on a continuous basis in both service and manufacturing organizations. This will definitely lead to effective management of work-family role conflict and reduction in withdrawal intentions from an organization on the part of the workforce.

Also, recruitment of workers' process should embrace conduct of an aptitude test on emotional intelligence using a standardized test to ensure that those candidate(s) who are high on the emotional intelligence scale are considered for final employment. This will possibly guarantee effective management of work-family role conflict and reduction in withdrawal intentions among the workforce.

Furthermore, organizational structure that could encourage industrial democracy, interpersonal relations, an effective communication structure, job satisfaction and harmonious labour-management relations should be encouraged in organizational management in order to foster satisfaction, workers' retention and effective management of work-family role conflict, commitment and absenteeism behaviours resulting from role conflict and dissatisfaction among the workforce.

AUTHOR INFORMATION

D.I. Akintayo, attended Oyo State College of Arts and Sciences, Ile-Ife where he obtained Higher School Certificate between 1986 - 1988. For Higher Education, he attended the University of Ibadan, Ibadan, Nigeria, between 1988-1992, 1994-1996, 1997-2001 and 2002-2004 where he obtained B.Ed English Studies with second class (Upper Division), M.Ed. Social Welfare, Ph.D Human Resource Management and Post Doctoral Masters in Managerial Psychology, respectively. He served as a Lecturer at Christ Apostolic Seminary, Ile-Ife in Osun State of Nigeria between 1994-2001 and also worked at Olabisi Onabanjo University, Ogun State of Nigeria as Research Fellow 1 between 2002-2006 and as Senior Research Fellow between 2002-2009. In 2009, he joined the service of Osun state University in Nigeria as an Associate Professor and Head of Department in the Department of Human Resource Development, Osun State University, Okuku Campus. He has published over 50 scholarly articles in reputable local, national and International Journals and has also attended local, national and International Conferences.

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