



FAMILY RESPONSIBILITIES AND JOB SATISFACTION OF DEPOSIT MONEY BANKS IN PORT HARCOURT

Ile, P. O., Ejo-Orusa, H., & Gabriel, J. M. O.

FAMILY RESPONSIBILITIES AND JOB SATISFACTION OF DEPOSIT MONEY BANKS IN PORT HARCOURT

Ile, P. O.,¹ Ejo-Orusa, H.,² & Gabriel, J. M. O.³

¹ Department of Management, Faculty of Management Sciences, Rivers State University [RSU], Nkpulu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria

^{2,3} Ph.D, Department of Management, Faculty of Management Sciences, Rivers State University [RSU], Nkpulu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria

Accepted: January 24, 2020

ABSTRACT

This study examined the relationship between family responsibilities and job satisfaction of Deposit Money Banks in Port Harcourt. The study adopted a cross-sectional survey in its investigation of the variables. Primary source of data was generated through structured questionnaire. The population of the study was 223 employees of 21 deposit money banks in Port Harcourt. The sample size of 155 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha Coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The study findings revealed that there is a positive significant relationship between family responsibilities and job satisfaction of Deposit Money Banks in Port Harcourt. The study recommended that the management of deposit money banks in Port Harcourt should make effort to include and promote flexible arrangement of the time of their employees to help them to relax better for better productivity.

Keywords: Family Responsibilities, Job Satisfaction, Affective Job Satisfaction, Cognitive Job Satisfaction

CITATION: Ile, P. O., Ejo-Orusa, H., & Gabriel, J. M. O. (2020). Family responsibilities and job satisfaction of deposit money banks in Port Harcourt. *The Strategic Journal of Business & Change Management*, 7(1), 263 – 272.

INTRODUCTION

Successful organisations within the manufacturing sector are strongly committed to look after their employee needs because they believe that fostering employee satisfaction can secure greater employee involvement that will result in high productivity (Popoola 2007). Managers in the manufacturing firms depend on significant productivity increases to maximize their bottom line. Consequently, employees are asked to do more each day with less, resulting in a mismatch of resources and loss of productivity. Fortunately, employee productivity increases can be achieved by knowing more about your employees and what motivates them. Ofofokun, (2012) observed that reciprocity is a mechanism underlying commitment to work which results in productivity and that employees will offer their commitment to the organisation in reciprocation for the organisation having fulfilled its psychological contract. By fulfilling obligations relating to good working condition, job safety, effective reward system and most importantly, creating work-life balance –employers are creating the right platform for job satisfaction.

Work life balance which refers to organizational support for dependent care, flexible work options and family (Estes & Michael, 2005) is one of the aspects that managers need to manage in order to become competitive. This is because of radical changes in the world of business e.g. factors like globalization, information technology, work balance competitiveness and scarcity of natural resources which have changed employers outlook of how a 'good company' is defined (Pagudala, 2014). The ultimate performance of organizations depends on the performance of its employees which in turn depends on numerous factors. The factors can be related to, family, leisure or other personal aspects (Rajesh & Nishant, 2014). Reconciling work and other aspects is to be viewed as integral to social protection strategies and programmes aimed at enhancing social and economic security and well-being of employees

and their families. In the absence of state provided or workplace supplied work-life balance support measures, many employees turn to individual coping mechanisms which may lead to unproductivity both at work and at home (Fagan, Lyonette, Smith & Saldana, 2011).

A number of studies have established that employees who benefit from child care centers, referral services and other family supportive practices report higher levels of organizational commitment (Roehling, Roehling & Moen, 2001). Availability of work life balance practices appears to produce similarly positive results in terms of work related attitudes. For example the availability of organizational resources including childcare centers has been linked to job satisfaction and organizational commitment for women and employees with family responsibilities which in turn increases organizational performance regardless of whether or not these resources are being used (Roehling *et al.*, 2001).

The presence of children in a family has been linked to greater work-life balance difficulties. In a study of technical, professional and managerial employees, Batt and Valcour (2003) reported that both men and women who had children in the household lowered their sense of control over managing work and family. Tausig and Fenwick, (2001) report that married couples without children reported higher levels of work-life balance and that the presence of children – whether in single or two-parent households or dual earner or “traditional” single earner households – is significantly related to lower balance. Parental demands are believed to be a function of the number, ages of children and the age of the youngest child (Parasuraman, Greenhaus, & Granrose, 1992). This study therefore examined the relationship between family responsibilities and job satisfaction of deposit money banks in Port Harcourt. Furthermore, this study was guided by the following research questions:

- What is the relationship between family responsibilities and cognitive job satisfaction in deposit money banks in Port Harcourt ns?
- What is the relationship between family responsibilities and affective job satisfaction in deposit money banks in Port Harcourt?

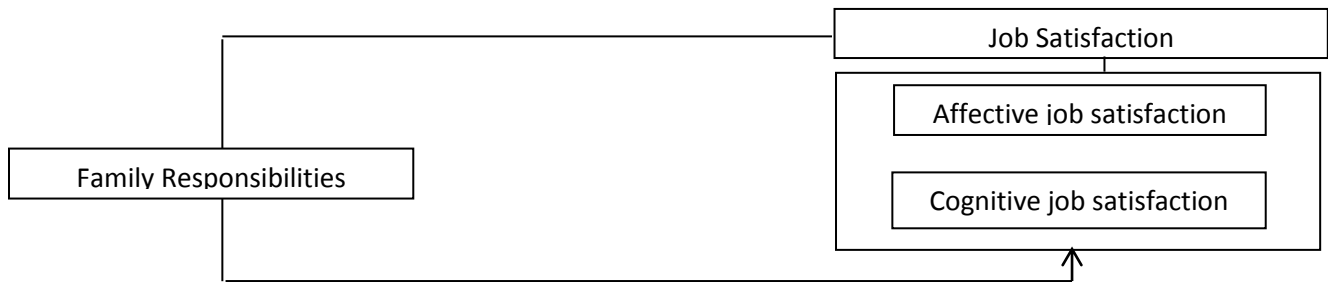


Figure 1: Conceptual Framework for the relationship between family responsibilities and job satisfaction
Source: Author’s Desk Research, 2019

LITERATURE REVIEW

Organizational Support Theory

Organizational support theory posits that employees form a universal perception concerning the extent to which the organization values their contributions and cares about their well-being. When employees perceive that their organization values their contribution and cares about their wellbeing, their needs for affiliation, approval, emotional support and esteem will be met leading them to identify the wellbeing of the organization as their own and feel emotionally attached to it (Rhoades & Eisenberger, 2002). This personification of the organization is enhanced by the organization’s legal, moral, and financial responsibility for the actions of organizational policies, norms, and culture that provide continuity and prescribe role behaviors. They also enhance the power the organization’s agents exert over individual employees.

Due to this personification of organizations, employees base their judgments of their perceived value to the organization on how favorably the organization treats them. Rhoades and Eisenberger (2002) postulated that fair treatment, supervisory support and rewards and a favourable job are the predictors for organizations support. Employees who receive organization support from the workplace are

likely to create long term relationship with the organization. It also provides opportunities to progresses professionally to its staff, while the workers play an important role in the organization’s growth and success.

Family Responsibilities

Boyer, Maertz, Pearson and Keough (2003) defines family responsibility broadly as “the obligation to care for others who are either formally or informally sanctioned family members”. Boise and Neal (1996) suggest that family responsibilities, irrespective of whether these responsibilities involve caring for a child or other family dependents, increase the time requirements and strain placed on the family where these time commitments, in turn, can interfere with an individual’s work role. Family constitutes a large part of personal life for most people across their life over. Non- the less, today there is a set of new challenges which include the rise in women’s paid work, growth in 31 nonstandard work, work intensification, ageing and changes in family patterns such as growth in single parent households (World of Work Report, 2011).

The demands that one experiences in family life and that have effects on his work life balance can be given as demand of workload such as shopping, house chores, child care and time, role expectations in the

family and lack of support given to the spouse (Aycan, Al-Hamad, Davis, & Budhwar, 2007). Again marriage, child raising, caring of the elderly at home have effect on work life balance since they demand more family responsibility. Those who have to look after a child or elderly might sometimes have to risk their career by shortening their working hours which becomes a source of stress for them (Lowe, 2005). Again the experiences of parenthood which is part of family responsibility play an important part in the way work and family balance is achieved by individuals overtime, with differing consequences for women and men (Blair- Loy,

2001). Results of these studies depict women as the main caregivers of children overtime with their careers being shaped by their family choices. The prevailing western culture emphasizes intensive mothering when it comes to child care (Haynes, 2007; Miller, 2005). Intensive mothering is exclusive, child centered, emotionally involving and time consuming and as the mother is devoted to care for others, she is also sacrificing because she is an individual with her own needs and interests. Intensive mothering ideology both assumes and reinforces the traditional gender based division of labor. However despite the greater involvement of men in

child care (Halrynjo, 2009; Williams, 2009), the gap between the practices and the ideology as regards the sexual division of domestic work remains significantly unchanged.

Job Satisfaction

It is a general understanding that job satisfaction is an attitude towards job. In other words job satisfaction is an affective or emotional response toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. A pleasurable or positive emotional state resulting from the appraisal of one's job and job experience. Job satisfaction is a result of employees' perception of

how well their job provides those things which are viewed as important. Job satisfaction is also defined as reintegration of affect produced by individual's perception of fulfilment of his needs in relation to his work and the surrounding it (Saiyaden, 1993). Organ and Hammer (1991) pointed out that job satisfaction represents a complex assemblage of cognition, emotion and tendencies.

Brief and Weiss (2002) suggested that employee reports of affect at work can be used to measure job satisfaction and that affective experiences while on the job are also a cause of job satisfaction. In other words, employee job satisfaction is the affective state of employees regarding multiple facets of their jobs (Brown & Peterson, 1993); so job satisfaction comprises employee feelings regarding multiple aspects of the job. There is also a cognitive component to job satisfaction (Organ & Near, 1985). This cognitive component is made up of judgments and beliefs about the job whereas the affective component comprises feelings and emotions associated with the job. Job satisfaction is also believed to be dispositional in nature. This dispositional viewpoint assumes that measuring personal characteristics can aid in the prediction of job satisfaction (Staw & Ross, 1985). The dispositional source of job satisfaction has been supported by studies that show stability in job satisfaction, both over time and over different situations (Ilies & Judge, 2003). One reason for this dispositional nature of job satisfaction could come from an individual's genetic makeup.

Measures of Job Satisfaction

Affective Job Satisfaction

One of the increases or key indicators of employee job satisfaction is affective. The affective component of attitudes account for the feelings or emotions employees associate with their jobs or attitude object as well as the valence of those feelings. Positive affective (PA) reflects the extent to which a person

feels enthusiastic, active, and alert. (Watson, Clark, & Tellegen, 1988). It is sometimes described as enjoying life and feeling fully engaged (Weiss & Cropanzo, 1996). High PA individuals tend to be extroverted, outgoing, and energetic (Watson, Clark, McIntyre, & Hamaker, 1992). Not surprisingly, these individuals also display more social behavior (Watson Clark, McIntyre & Hamaker, 1988) as PA has been linked to extroversion (Watson et al., 1992). Individuals high in PA also tend to be more satisfied with work and life in general as well as being sensitive to the frequency of rewards, suggesting they may orient towards the positive aspects of life (Watson et al., 1988).

Conversely, individuals high in negative affect (NA) are generally uncomfortable or otherwise orient towards life's negative aspects (Watson & Clark, 1984). NA reflects the extent to which people experience "a general dimension of subjective distress and unpleasant engagement" that may take the form of many emotional states, "including anger, contempt, disgust, guilt, fear, and nervousness" (Watson et al., 1988:1063).

Cognitive Job Satisfaction

Cognitive is a major indicator or sub-variable of employee job satisfaction. While affective is an important part of job satisfaction, cognitions play a significant role as well. Cognitions are often characterized as the content of thoughts or beliefs about an attitude object or statement of fact in question, usually in comparison to a standard or expectation (Organ & Near, 1985; Weiss, 2002b; Weiss & Cropanzano, 1996). For example, if an employee expects a certain level of autonomy in the way he/she works and is being micromanaged, the discrepancy between expected and perceived autonomy may lead to thoughts of dissatisfaction. They may be thought of as the rational, calculating part of attitudes that rely on unemotional comparisons (Hulin & Judge, 2003). What do we know about cognitive is that it helps to develop attitudes as

a function of assessable information. Salient (easily accessible) information has the biggest influence in decision-making, which may minimize the role of cognition, as it tends to be slightly less accessible than affect (Verplanken, Hofstee, & Janssen, 1998).

Relationship between Family Responsibilities and Job Satisfaction

Guest (2002) noted that work life balance has always been a concern of those interested in the quality of working life and its relation to broader quality of life. The concept of work life has been abstracted from the job satisfaction level of an employee, which is an extrinsic factor of job satisfaction. It aimed to provide quality of life for an employee at the same time retaining the productivity levels of an employee at the work place. The level of employees' job satisfaction increases by many factors and when employees are satisfied with their work, they feel motivated. The demand of employees work life balance is increased by change in trends in the business such as change in organizations structure, diversity of work force and female employees working in organizations. Organizations should provide work life balance facilities to their employees so that employees can perform their duties effectively and leads organization to the success (Parvin & Kabir, 2011).

Employee's attitudes toward their organizations and life are affected by work-life balance. Gayathri and Ramakrishnan (2013), identified number of factors which determine the satisfaction and dissatisfaction level of people in the organization. These factors include working conditions, perceived quality of supervision, reward system in work, status and seniority, age group, marital status, and years of experience. Nadeem and Abbas (2009) conducted a study in Pakistan to analyze the relationship between work life and job satisfaction. The research results indicate that job stress is negatively correlated to stress at job, family to work interfaces and job conflict. Work overload does not influence job

satisfaction. Positive relationship exists between Job autonomy and job satisfaction.

The Gallup Organization (2005) found critical links between employee engagement, customer loyalty, business growth and profitability. The International Survey Research (ISR) team has similarly found encouraging evidence that organizations can only reach their full potential through emotionally engaging employees and customers (ISR, 2004). Higher workplace engagement predicts higher earnings per share (EPS) among publicly-traded businesses. When compared with industry competitors at the company level, organizations with more than four engaged employees for every one actively disengaged, experienced 2.6 times more growth in EPS than did organizations with a ratio of slightly less than one engaged worker for every one actively disengaged employee.

From the foregoing point of view, we hereby hypothesized thus:

H₀₁ What is the relationship between family responsibilities and cognitive job satisfaction in deposit money banks in Port Harcourt?

H₀₂ What is the relationship between family responsibilities and affective job satisfaction in deposit money banks in Port Harcourt?

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary source of data was generated through structured questionnaire. The population of the study was 223 employees of 21 deposit money banks in Port Harcourt. The sample size of 155 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha Coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Tests of Hypotheses

Correlations Matrix Between Family Responsibilities and Job Satisfaction

			Family Responsibility	Cognitive Job Satisfaction	Affective Job Satisfaction
Spearman's rho	Family Responsibility	Correlation Coefficient	1.000	.898**	.699**
		Sig. (2-tailed)	.	.000	.000
		N	120	120	120
	Cognitive Job Satisfaction	Correlation Coefficient	.898**	1.000	.826**
		Sig. (2-tailed)	.000	.	.000
		N	120	120	120
	Affective Job Satisfaction	Correlation Coefficient	.699**	.826**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	120	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data 2019 and SPSS output version 23.0

The table above illustrates the test for the next two previously postulated bivariate hypothetical statements. The results showed that for:

Ho₁: *There is no significant relationship between family responsibilities and cognitive job satisfaction in money deposit banks in Port Harcourt.*

The correlation coefficient (r) showed that there is a significant and positive relationship between family responsibilities and cognitive job satisfaction. The *rho* value 0.898 indicates this relationship and it was significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate upheld. Thus, there is a significant relationship between family responsibilities and cognitive job satisfaction in money deposit banks in Port Harcourt.

Ho₂: *There is no significant relationship between family responsibilities and affective job satisfaction in money deposit banks in Port Harcourt.*

The correlation coefficient (r) showed that there is a significant and positive relationship between family responsibilities and affective job satisfaction. The *rho* value 0.699 indicated this relationship and it was significant at $p < 0.000 < 0.05$. The correlation coefficient represents a very high correlation indicating a very strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between family responsibilities and affective job satisfaction in money deposit banks in Port Harcourt.

DISCUSSION OF FINDINGS

This study using descriptive and inferential statistical methods investigated the relationship between Work Life Balance and Job Satisfaction in money deposit

banks in Port Harcourt. The findings revealed a positive significant relationship between work life balance and job satisfaction using the Spearman Rank Order Correlation Coefficient and at a 95% confidence interval. The findings of this study confirmed that work life balance has a positive and significant relationship with job satisfaction. This reinforces previous studies by Guest (2002) who noted that work life balance has always been a concern of those interested in the quality of working life and its relation to broader quality of life. Also, this study agrees with the findings of Gayathri and Ramakrishnan (2013) who stated that Employees attitudes toward their organizations and life are affected by work-life balance. But on the other hand, the findings from this work disagreed with the findings of Nadeem and Abbas (2009) who conducted a study in Pakistan to analyze the relationship between work life and job satisfaction. The research results indicate that job stress is negatively correlated to stress at job, family to work interfaces and job conflict. Work overload does not influence job satisfaction. Positive relationship exists between Job autonomy and job satisfaction

Significant Relationship between Family Responsibilities and Job Satisfaction

The fifth and sixth hypotheses sought to examine the relationship between family responsibilities and job satisfaction. It was hypothesized that there is no significant relationship between family responsibilities and job satisfaction. These hypotheses were tested using the Spearman Rank Order Correlation Coefficient. Data analysis revealed that there is a positive and significant relationship between family responsibilities and the measures of job satisfaction which are cognitive job satisfaction and affective job satisfaction.

Our findings corroborate the findings by Boise and Neal (1996) who suggest that family responsibilities, irrespective of whether these responsibilities involve caring for a child or other family dependents, increase

the time requirements and strain placed on the family where these time commitments, in turn, can interfere with an individual's work role. Also, this study agrees with Hill, Ferris & Martinson (2003) who found out that Failure to address work-family conflicts has a negative impact not only on the employment opportunities and job quality, health and productivity of workers concerned but also on the families, children and adults alike both in developed and developing countries. Also, Quo & Zhao(2012) stated that Work to family interference and family-work interference both has significant negative relation with ones aspect from daily life to work place which agrees with this study.

CONCLUSION AND RECOMMENDATIONS

The idea which necessitated this study was to examine the relationship between work life balance and job satisfaction in deposit money banks in Port Harcourt. From the data generated and analysed, it was empirically discovered that a strong positive and significant relationship between work life balance and job satisfaction in deposit money banks in Port Harcourt. Based on results and the findings of the present study, our study revealed that work life balance leads to an increase in the job satisfaction in Deposit Money Banks in Port Harcourt.

The study recommended that the management of these Deposit Money Banks should create child care support assistance as this will help the employee. Which are crèche services, day nursery and after school childcare.

REFERENCES

- Aycan, Z., Al-Hamad, AB., Davis, A. & Budhwar, P. (2007). Cultural orientations and preferences for HRM policies and practices: The case of Oman. *International Journal of Human Resource Management*, 18 (1), 11-32.
- Batt, R. & Valcour, P.M. (2003). Human resources practices and predictors of work- family outcomes and employee turnover. *Industrial Relations*, 42 (2), 189 - 220
- Blair-Loy, M. (2001). *Competing devotions: Career and family among women executives*. Cambridge, MA: Harvard University Press.
- Boise, L. & Neal, M. B. (1996). Family responsibilities and absenteeism: Employees caring for parents versus employees caring for children. *Journal of Managerial Issues*, 8, 218 – 238.
- Boyer, S.L., Maertz, C.P. (Jr), Pearson, A.W., & Keough, S. (2003). Work-family conflict: A model of linkages between work and family domain variables and turnover intentions. *Journal of Managerial Issues*, 15, 175 - 190.
- Brief, A.P. & Weiss, H.M. (2002) Organizational behavior: Affect in the workplace. *Annual Review of Psychology*, 53, 279-307. <http://dx.doi.org/10.1146/annurev.psych.53.100901.135156>
- Brief, A. P., Burke, M. J., George, J. M., Robinson, B. S., & Webster, J. (1988). Should negative affectivity remain an unmeasured variable in the study of job stress? *Journal of Applied Psychology*, 73(2), 193-198.
- Crites, S. L., Fabrigar, L. R., & Petty, R. E. (1994). Measuring the affective and cognitive properties of attitudes: Conceptual and methodological issues. *Personality and Social Psychology Bulletin*, 20(6), 619-634.
- Estes, S., B. & Michael. (2005). Work-family policies and gender inequality at work. A Sloan work & family Encyclopedia entry from <http://wfnetworks.bc.edu/encyclopedia-entry.php?id=1230&area=All>.

- Fagan, C., Lyonette, C. Smith, M., & Saldana, A., J. (2011). Influence of working time arrangements on work-life integration or balance. A review of the International evidence: ILO 2012 .Geneva
- Gayathiri, R., Ramakrishnan, L. (2013). Quality of work life–Linkage with job satisfaction and performance. *International Journal of Business and Management Invention*, 2(1), 1-8.
- Guest, D. E. (2002). Human resource management: When research confronts theory. *International Journal of Human Resource Management*, 12(2), 22-38.
- Halrynjo, S. (2009). Men’s work life conflict: career care and self-realization: Patterns of privileges and dilemmas. *Gender, Work and Organization*, 16(1), 98-125.
- Haynes, K.(2007). Transforming identities: Accounting professional and the transition to mother hood. *Critical Perspectives on Accounting*, 19(5), 42-620.
- Hill, E.J., Ferris, M., & Martinson, V. (2003). Does it matter where you work? A comparison of how three work venues (traditional office, virtual office and home office) influence aspects of work and personal/ family life. *Journal of Vocational Behavior*, 63, 20-241.
- Hulin, C. L., & Judge, T. A. (2003). Job attitudes. In W.C. Borman, R. Klimoski, and D. Ilgen (Eds.), *Handbook of psychology: Industrial and organizational psychology*. (12, 255-276). New York: Jon Wiley & Sons, Inc.
- Ilies, R. & Judge, D.T. (2009). The spillover of daily job satisfaction onto employees family lives: The facilitating role of work-family integration. *Academy of Management Journals*, 52(1), 120-102.
- Lowe, G., S. (2005) *Control over time and work life balance: An empirical analysis*. Kelonwa, BC: The Graham Lowe Group.
- Nadeem & Abbas (2009). The Impact of work life conflict on Job satisfaction. *International Journal of Business and Management*, 4,437-488
- Organ, D.W.& Near, J.P. (1985). Cognition vs. affect in measures of job satisfaction, *International Journal of Psychology*, 20,241-253
- Ofobruku, S.A (2012). Effects of Mentoring on Employee’s performance in selected Family Business in Abuja, Nigeria. *Afro Asian Journal of Social Sciences*, 3 (4), 1-18.
- Pagudara, S. (2014). Balancing Work and Life: Challenge Ahead. *Journal of Business and Management*, 16 (3), 42-47.
- Parasuraman, S., Greenhaus, J.H., & Granrose, C.S. (1992).Role stressors, social support and well- being among two-career couples. *Journal of Organizational Behavior*, 13,339 - 356
- Parvin, M. M., & Kabir, M. M. N. (2011). Factors affecting employee job satisfaction of the pharmaceutical sector. *Australian Journal of Business and Management Research*, 1(9), 113–123.
- Popoola, G. R. (2007). *Commitment and the Control on Organizational Behaviour*. St Clair Press, Chicado.
- Quo, H.,& Zhao, X.(2012). Employees’ work-family conflict moderating life and Job satisfaction, *Journal of Business Research*, 65, 22-28.

- Rajesh K.Y., & Nishant, D. (2014). Work Life Balance & Job Satisfaction Among Working Women of Banking and Education Sector- A Comparative Study: *International Letters of Social and Humanistic Sciences*, 21 (2300), 189-201.
- Rhoades, L., & Eisenberger, R. (2002). Perceived Organizational Support: A Review of the Literature. *Journal of Applied Psychology*, 87: 698-714
- Roehling, P.V., Roehling, M.V., & Moen, P. (2001). The relationship between work life policies and practices and employee loyalty: A life course perspective. *Journal of*
- Saiyaden, M.A. (1993), *Human Resource Management*. New Delhi, McGraw-Hill
- Thorensen, C. J., Kaplan, S. A., Barskey, A. P., Warren, C. R., & Chermont, K. (2003). The affective underpinnings of job perceptions and attitudes: A meta-analytic review and integration. *Psychological Bulletin*, 129, 914-945.
- Verplanken, B., Hofstee, G., & Janssen, H. J. W. (1998). Accessibility of affective versus cognitive components of attitudes. *European Journal of Social Psychology*, 28(1), 23–35. [https://doi.org/10.1002/\(SICI\)1099-0992\(199801/02\)28:1<23::AID-EJSP843>3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1099-0992(199801/02)28:1<23::AID-EJSP843>3.0.CO;2-Z)
- Watson, D., Clark, L. A., McIntyre, C. W., & Hamaker, S. (1992). Affect, personality, and social activity. *Journal of Personality and Social Psychology*, 63(6), 1011-1025.
- Watson, D., & Clark, L. A. (1984). Negative affectivity: The disposition to experience aversive emotional states. *Psychological Bulletin*, 96(3), 465–490
- Weises, H.M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. *Research in Organizational Behaviour*, 18, 1-74.
- Weiss, H. M. (2002b). Deconstructing job satisfaction: Separating evaluation, beliefs, and affective experiences. *Human Resources Management Review*, 12, 173-194.
- Williams, R.A. (2009). Masculinities and fathering. *Community, Work and Family*, 12(1), 57-73.
- World of Work Report (2011). *Making markets work for jobs*. *International Labour Organization*. International Institute for Labour Studies: Geneva. Switzerland