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INFLUENCE OF MARITAL STATUS AND GENDER ON WORKERS EFFECTIVENESS AMONG HOSPITAL PERSONNEL IN FEDERAL TEACHING HOSPITALS

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ABSTRACT

This study investigated the influence of marital status and gender on workers' effectiveness among Hospital Personnel in Federal Teaching Hospitals. Two hypotheses were postulated and tested from data received from 302 participants who were selected through convenience sampling techniques. Participants comprised 96 Medical Doctors, 114 Nurses and 92 Medical Laboratory Scientist (147 males, 155 females, 157 single, 145 married) with ages ranging from 22 to 49 years ($M = 35.41$, $SD = 9.33$). Data was collected using a reliable and validated scale; Workers Effectiveness Scale (WES) developed by Onwuamaegbu Promise (2015). Cross Sectional Survey design was adopted while 2-way Analysis of Variance (ANOVA) was used to analysis data collected. The study's finding indicated that marital status and gender independently had no significant influence on effectiveness of hospital Personnel ($P > .05$). A critical recommendation based on this result is that, owners of Organization and Human Resource Managers should not use marital status and gender factors as yardsticks for recruitment since it would not influence or determine how effective a worker could be.

Keywords: Marital Status, Gender, Workers Effectiveness, Hospital Personnel.

Introduction

Every organization or industry select and recruit employees who work tirelessly towards the realization and the achievement of the organization's goals and objectives. These workers are known as personnel. When they are recruited in an organization, they come with so many traits which include their strength and weaknesses, both combining to affect the way they discharge their duties in the organization. As workers keep working, they gain experience. When they are properly trained effectiveness can be achieved (Buchi, 2004).

Meanwhile, a lot of people tend to confuse and misuse efficiency for effectiveness but these are two separate concepts. The term efficiency is a measurable concept, quantitatively determined by the ratio of output to input while effectiveness is a relatively subjective, non- quantitative concept, mainly concerned with achieving objectives (Beggs, 2009).

A work day is not always long enough to get everything done. However, being more effective at work does not always mean getting it all done. An effective worker usually utilizes each minute of the day effectively and manages to complete the most important tasks. When this is achieved, the worker feels satisfied with a full and productive workday. According to Ngcob, (1998) being more effective can be achieved quite easily if you have an organized methodology that includes some important steps: Arrange your office space and desk in a manner that matches your working style. Effectiveness at work includes clearing the clutter from your desk and only having visible those things that you use daily, and creating a filing system that is clear and organized. Secondly, make sure that you have the supplies and tools needed to make your job easier, such as hole punches, staple removers and a calculator and that they are in workable order. Thirdly, organize your day by creating a to-do-list. If you want to work effectively begin with the priorities of the day so that they are more likely to be done. The less important task can end the list. Start at the top of the list at the beginning of your workday. If you do not complete the list by the end of the day, tackle the in completed items the next day. Fourthly, create a time frame and deadline for your most important projects and be realistic about the length of time they will take. Fifthly, lighten your workload by delegating to those who assist you. Sixthly, avoid distraction by screening your calls and minimizing drop in meetings and finally, establish an agenda before every meeting so that the time set aside is used to its full potential and include time frames in which certain topics of discussion should be addressed. When all these procedures are implemented daily, then that worker will surely be effective and satisfied with his/her job; while the level of productivity will increase.

One factor that can influence work effectiveness is marital status which is the civil status of each individual in relation to the marriage laws or customs of the country i.e. single, never married, married, widowed and not remarried, divorced and not remarried, married but legally separated. Over the years, marital status has generated a lot of controversy in the field of work, a lot of people perceive the unmarried workers to be more involved and effective in their jobs, while some others say that the married workers are. Single workers by their status may have less family responsibility with less marital stress. This could make them to devote quality time and concentration to their jobs, which could make them to be effective and efficient. On the other hand their counterparts who are married are faced daily with family responsibilities and marital stress which can flow into the work setting and affect their concentration, performance and involvement in their job. When this happens, their effectiveness can be affected negatively (Iran & Jakob, 2011). Some people might also perceive the married workers to be more effective in their jobs due to the fact that they have more family responsibilities which motivate them to work harder in order to meet these needs. They are also more experienced than the single worker as a result of their advancement in age, this might make them more effective than their counterparts with little/or no responsibilities and who are also likely to be younger in age (Vanagas, Bihari, & Vanagiene, 2004). Based on the discussion above, it is very likely that marital status could have an influence on workers effectiveness.

Another variable of interest in this study that could influence effectiveness of workers is gender which entails the state of being a male or a female. It is sometimes referred to as the range of physical, biological, mental and behavioural characteristics pertaining to and differentiating between masculinity and femininity. Sexologist Money (1955) introduced the terminological distinction between biological sex and gender as a role. Before his work, it was uncommon to use the word gender to refer to anything but grammatical categories. However,

Money's meaning of the word did not become wide spread until 1970's when feminist theory embraced the concept of a distinction between biological sex and the social construct of gender. Today, the distinction is strictly followed in some contexts especially the social sciences; the meaning of gender has undergone a usage shift to include sex or even to replace the later word. Although this gradual change in the meaning of gender can be traced to the 1980's, a small acceleration of the process in the scientific literature was observed when in (1993), the Food and Drug administration (FDA) started to use gender instead of sex. Gender is now commonly used even to refer to the physiology of non-human animals without any implication of social gender roles.

A lot of people in our society and work settings today, see the women as weaker vessels who are only good and better when it comes to home management. They perceive the males as reliable, strong and determined that is why some jobs are solely reserved for males. Most women are engulfed with responsibilities which prevent them from putting their best in their work which reduces their involvement, commitment and effectiveness. The men are seen as a "working being" who must make ends meet for the family. This propels and motivates him to put in his best in order to meet the need of his family by so doing; he becomes more committed and involved in his job.

Statement of the Problem

A lot of hospital workers in our Federal Teaching Hospital are not really effective in their jobs (Beggs, 2009). So many reasons have given rise to this. First, some workers lack the abilities, knowledge, competence and personality traits needed to make them successful in the job they are doing, which means that they are not placed where they ought to be. With this, work effectiveness and satisfaction can never be realized. Moreover, most organizations do not train their workers, even when they do, such trainings are not thorough and applicable. Workers from time to time need to be equipped with current knowledge and information about their jobs. When this is not carried out, effectiveness cannot be realized. Some workers also fail to plan their schedules in the workplace, thereby indulging in things that are not really important, this makes them not utilize each minute of the day effectively. Conflict in the workplace may also play down on worker's effectiveness. All conflicts should be resolved, if not properly handled can lead to chaos, disunity among workers. Married workers unlike their unmarried counterparts are sometimes faced with so much stress from their homes which may affect how effective they become in their work. Some employers prefer to employ male workers because they believe they are stronger than the females. It is to bridge this gap in knowledge that the researcher ventures into this research area.

Purpose of the Study

1. To examine if marital status will have significant influence on perceived effectiveness of hospital personnel.
2. To identify whether males and females will differ on work effectiveness.

Theoretical Framework

From the six (6) theories reviewed effectiveness theory by Beggs (2009), theory X Vs theory Y by McGregor (1960), marriage productive theory, Becker (1991), social intelligence theory, Albrechet *et al* (2004), theory of conflict resolution style, Thomas *et al* (1973), and interest based relational theory by Fleetwood (2003). The most suitable theories that best fit in for this study are: Effectiveness Wage Theory by Beggs (2009) and Theory of Conflict Resolution Style by Thomas *et al* (1973), this is because the two variables in this study are worker's effectiveness and conflict resolution styles which were thoroughly elucidated and broken down by these two theories.

Empirical Review

Studies Relating to Marital Status and Workers Effectiveness

DePaulo and Morris (2005) carried out a study to determine the relationship between marriage and work effectiveness. They discovered that single people, especially those who were not in any romantic relationship were perceived to be less responsible, less mature, and less well-adjusted than married people. Based on this stereotype, single people were seen to be less committed to work, and less likely to be seen as efficient when compared to married people. Other anecdotal evidence suggests that people expect singles to be able and

willing to work longer hours and to be effective to their jobs than married people. The reason being that, they perceived them to have fewer obligations outside their work.

Other studies, Weaver (1974), Shaprio (1975), Forglonne and Peter (1982), revealed that, female employees who were married and satisfied with their work were more effective when compared with men. As such, their marital status influenced their effectiveness. Furthermore, Ronald (2001) carried out a study on library j DePaulo and Morris (2005) carried out a study to determine the relationship between marriage and work effectiveness. They discovered that single people, especially those who were not in any romantic relationship were perceived to be less responsible, less mature, and less well-adjusted than married people. Based on this stereotype, single people were seen to be less committed to work, and less likely to be seen as efficient when compared to married people. Other anecdotal evidence suggests that people expect singles to be able and willing to work longer hours and to be effective to their jobs than married people. The reason being that, they perceived them to have fewer obligations outside their work.

Other studies, Weaver (1974), Shaprio (1975), Forglonne and Peter (1982), revealed that, female employees who were married and satisfied with their work were more effective when compared with men. As such, their marital status influenced their effectiveness. Furthermore, Ronald (2001) carried out a study on library see them as people with much responsibility and as such, may not be efficient when it comes to delivery in the place of work.

Young (2007) was of the view that, a person's status does not have a bearing on work commitment. Commitment leads to effectiveness, which intends leads to efficiency. According to Young, marital or parental status does not predict commitment, to him, whatever that leads to effectiveness must be based on the way an individual involves his/herself, viewed themselves and their work environment. That means, workers who are happy in their personal relationship, marriages and feel social inclusion at their work place, employment are generally most effective and productive. This also goes inline to support the view that parents are not automatically more effective if this isn't their nature. Single workers according to Young, are not at automatically flexible to work better or change work hour because they are single. There are no tried and true or broad base-conjectures that can be construed from someone else's marital status.

Iran (2003) investigated influence of organizational culture and organizational commitment and marital status on workers' effectiveness. One hundred and seventy-three (173) workers were used for the study which comprise of seventy-eight (78) females and ninety-five (95) males. Organizational culture scale and organizational commitment scale were used as instruments. Results showed that organizational culture had significant influence on organizational commitment of workers, while marital status had no significant influence on organizational commitment of workers. This shows that when the organizational culture of an industry is good, the workers are likely to be effective and marital status whether single or married does not predict workers effectiveness.

Furthermore, Ngcobo (1998) investigated the relationship between quality of work life factors, marital status and length of service on workers' effectiveness. A total of four hundred and fifty (450) questionnaires were distributed to employees in the pulp and paper industries which were randomly selected while the organizations were stratified selected. A questionnaire was used to measure the different dimensions of quality of work life factors. The gathered data was processed through SPSS program. The questionnaire was considered moderately reliable because the overall coefficient alpha was 0.525. The Pearson value indicated that there was a positive relationship at 0.01 level of significance between the majority of the quality of work factors (organizational climate, task characteristics, job satisfaction, role behaviour, utilization and future orientation). There was no significance difference in organizational commitment and efficiency across the biological variables of marital status age, length of service and span of control.

Iran and Jakob (2011) studied marital status and work outcomes of self-initiated expatriates: Is there a moderating effect of gender? Questionnaires used in this study were directed electronically towards self-initiated expatriates academics in universities in the Nordic countries and in the Netherland. At the end of the

study, results showed that there was a positive association between being married and work effectiveness as well as with work performance which showed that marital status has influence on work performance and effectiveness but surprisingly, there was no moderating effect of gender on these positive relationship.

Studies Relating to Gender and Workers' Effectiveness

Buchi (2004) conducted a study on hospital workers educational level, conflict resolution styles and effectiveness in healthcare delivery. The Researcher drew two hundred and forty-six (246) workers from Umuguma General Hospital, Umuguma which comprises of one hundred and sixty-three (163) males and eighty-three (83) females. After data was analyzed, the researcher found out that laboratory technicians, pharmacy interns and medical students in industrial training (IT) had lower effectiveness when compared with their counterparts with higher qualifications who had high effectiveness and conflict resolution styles had no influence on effectiveness.

Vanagas, Bihari and Vanagiene (2004) carried out a study on "Do age, gender and marital status influence job strain development for general practitioners"? Computerized database medicine was searched, including data from 1983-2003. A data collection form was developed, prepared and filled up on reading each article. Results showed that age, gender and marital status influence job strain development for general practitioner but were very controversial on how and whom they influenced. Results also highlighted that job strain had higher impact for females than for males. In another work investigated by Philip and Victoria (2003) on role of marital status and motivation on workers' effectiveness in Germany, two hundred and twenty-eight (228) workers who were drawn through convenience sampling technique. workers effectiveness inventory (W.E.I) was administered to the selected participants which also contained questions about their demographic features. Data was analyzed using regression statistics. Findings showed that Marital status and motivation had significant role on workers efficiency as married workers were found to be more efficient than their counterparts who were single.

Penant and White (2002) investigated on influence of gender differences on the effectiveness of workers. Four hundred and twenty-one (421) workers comprising of 204 males and 217 females were drawn through Convenience Sampling Technique from two manufacturing companies in the United State. Participants were made to respond to workers' commitment scale as used by Allen and Meyer (1991). Data collected was analyzed using regression statistics and results showed that gender had no significant influence on effectiveness. In another study done by Sebastian (2000) on the role of age and gender on effectiveness of workers to their organizations. Workers between the ages of 19-39 years were selected, results showed that age had no role on effectiveness of workers as gender was found to have significant role on workers commitment.

Feynold and Gareth (1998) researched on gender and its impact on work behaviours such as job satisfaction and effectiveness. One hundred and fifty-three (153) workers were drawn through purposive sampling technique. Results showed that gender had no significant influence on work behaviours as male and female workers did not differ in their behaviour. Furthermore, Benjamin and Wilson (2005) investigated on the influence of gender and age on job efficiency and effectiveness. The researchers selected two and fifty-one (251) workers through simple random sampling from three companies in United Kingdom. Workers selected include one hundred and forty-six (146) male sand one hundred and five (105) females, their age range was between 22-28 years and a mean of 23.68 years. After data was analyzed, results revealed that gender had no significant influence on workers' effectiveness while older workers were found to be more effective and efficient than younger workers.

In another study carried out by Eric, Shawn and Petrov (2007) in Mexico on length of service and gender on work performance, one hundred and sixty-three (163) full time workers were drawn through Convenience Sampling Technique which comprise of workers who has worked from 5 years to 15 years. The participants comprise of ninety-two (92) males and seventy-one (71) females. Data collected was analyzed and results showed that length of service and gender predicted work performance as workers who had worked for a long period were more effective than workers who had worked for a short period.

Hypotheses

1. There will be no statistically significant influence of marital status on effectiveness of hospital personnel.
2. There will be no statistically significant influence of gender on effectiveness of hospital personnel.

Method

Participants

The Researcher employed three hundred and two (302) hospital personnel who were drawn from three federal teaching hospitals namely; Federal University Teaching Hospital Abakaliki, Nnamdi Azikiwe University Teaching Hospital, Nnewi and University of Nigeria Teaching Hospital Enugu through convenience sampling technique which gave the researcher the opportunity to select participants who were readily available and willing to participate in the study. These teaching hospitals were selected because they are the only federal teaching hospitals in South East Nigeria. The participants comprised of one hundred and fifty-five (155) females and one hundred and forty-seven (147) males out of which one hundred and fifty-seven (157) were single while one hundred and forty-five (145) were married. Participants include Doctors, Nurses, Laboratory Scientists, and Laboratory Technicians. The ages of the participants ranged from 22 years to 49 years with a mean age of 35.41 years and standard deviation of 9.33.

Instruments

One instrument was used for data collection. It is a self developed Workers' Effectiveness Scale which originally contained fifteen (15) items scored on a five point Likert format ranging from 1 – Rarely or none of the time to 5 – Most or all of the time. Four of the items were derived from the workers efficiency scale of Gao and Taormina (2002), to increase strength of the scale eleven (11) more items were added.

Validity of the Instruments

In order to ascertain the reliability of the scale, it was subjected to item analysis by the researcher, using eighty-three (83) hospital personnel drawn from Federal Medical Centre Owerri. Out of the fifteen (15) items, nine (9) items loaded above .30. The nine (9) items were selected with an internal consistency reliability of .75 and a norm of 38.13 (Appendix B). Item 3, 5 and 9 were scored reversely. Score above the norm indicate high effectiveness while scores below the norm indicate low effectiveness. Some of the items state: "I accept new methods of doing things;" "I overlook some patients due to work overload;" "I make effective use of my time at work" etc. The content and face validity of the scale were ascertained by experts in the field by going through and ensuring that all items measure that it ought to measure. The scale has a demographic section that enabled the researcher to find out participant's age, gender, marital status, and job positions.

Procedure

The Researcher started this study by obtaining a letter of introduction from the Head of Department of Psychology which he presented to each of the hospital management and the participants as well. When the researcher got to the field, he introduced himself to workers who were available and administered the two instruments to participants who were willing to participate in the study. One hundred and three (103) copies of questionnaire were distributed in Federal Teaching Hospital Abakaliki, eighty-five (85) (28.15%) were returned completed. Eighty-five (85) copies of questionnaire were distributed in Nnamdi Azikiwe University Teaching Hospital Nnewi, seventy-nine (79) (26.15%) were returned completed. One hundred and sixty-two (162) copies of questionnaire were distributed at University of Nigeria Teaching Hospital Ozalla-Enugu, one hundred and thirty-eight (138) (45.70%) were returned completed. In all, three hundred and fifty (350) copies of questionnaire were distributed, fourty-eight (48) (15.90%) were not returned so were discarded.

Design/Statistics

The design employed for the study was a Cross- Sectional Survey Design because a sample from a large population with different groups e.g. age, gender, marital status were studied at the same time. The most appropriate statistics adopted in this study was 3-Way Analysis of Variance (ANOVA), because the dependent variable (worker's effectiveness) was measured at a continuous level that is, with an interval scale and the independent variables (conflict resolution styles, marital status and gender) had two or more levels. The levels

were 5x2x2 because the first variable conflict resolution styles had five levels, marital status had two levels while gender had two levels.

Results

Table 1: Descriptive Statistics Showing the Mean and Standard Difference on the Dependent Variable (Worker's Effectiveness)

Variables	Mean	Standard Deviation	N
Single	25.68	6.79	157
Married	26.61	7.52	145
Female	25.87	6.92	155
Male	26.40	7.41	147

The table above shows the levels of marital status and gender. It also revealed differences in their various mean and standard deviations. A look at the means revealed that none of the variables had a mean above the norm for workers' efficiency scale which is 38.14. This implies that the workers were low in their work effectiveness.

Source	Type III Sum of Squares	df	Mean square	F	Sig
A Marital Status	.615	1	.615	.015	.902
B Gender	79.739	79.739	1.961	.163	
AxB	67.718	4	16.930	.416	.797
Error	11468.779	282	40.669		
Total	221664.000	302			

The table above revealed that there was no significant influence of marital status on perceived effectiveness hospital personnel, thereby accepting the second hypothesis which stated that there will be no statistically significant influence of marital status on perceived workers' effectiveness, $[F(1,282) = .015, P = .902]$.

The result revealed no support for the second hypothesis. Thus the third hypothesis which stated that there will be no statistically significant influence of gender on perceived effectiveness of hospital personnel is upheld. $[F(1,282) = 1.961, P = .163]$.

Discussion

The first finding of this study revealed that marital status had no significant influence on workers' effectiveness of Federal Teaching Hospital Personnel in South East, Nigeria, as married and single workers did not differ in their workers' effectiveness. The result of Iran (2003), and Young (2007), agree with the finding of this study. Contrarily, the DePaulo and Moris (2005), Shaprio (1975), and Weaver (1974), findings does not support the present study, they revealed no significant influence of marital status on workers' effectiveness. A plausible reason for this finding is that single workers may devote a little of their time in going from one place to another especially where there are social gathering looking for a partner which makes them not to concentrate well while married workers battle with so many family responsibilities which lower the performance and effectiveness.

The second finding of this study showed that gender had no significant influence on workers' effectiveness of Federal Teaching Hospital Personnel in South East, Nigeria. This indicates that male and female personnel did not differ in their workers' effectiveness. The studies Feynold and Gareth (1998), and Kelvin et al. (2002) were

in line with this finding, they found out that gender had no influence on workers' effectiveness. The studies of Forglonne and Peter (1982), and Sebastian (2010) do not support this finding. The reason for this finding is not farfetched. Due to the high rate of unemployment in the country, no worker will want to loose his job, whether male or female. Similarly, no worker will want to remain dormant and not be promoted. As such male and female workers put in their best and work in the same pace.

Implications of the Study

The first result and finding of this study implies that marital status is not a significant predictor of workers' effectiveness. Being a single or married worker is not a prerequisite to becoming effective in one's job but cordial working relationship, prompt payment of workers salaries, perceived organizational support could make a worker effective. The third result and finding also implies that gender does not influence workers' effectiveness. Being effective in one's job is not a function of gender but training, motivation, experience on the job as well as personality factors could trigger a worker to be effective. The fourth finding implies that a combination of marital and gender do not interact to produce an effect on effectiveness of hospital personnel.

Recommendations

Based on the finding of this study, the researcher hereby recommends that employers/owners of organizations should not discriminate against female and married workers during recruitment and employment because male and single workers are not more effective in their jobs than their female and married counterparts but give all equal opportunity.

Conclusion

The main aim of the study was to investigate influence of marital status and gender on workers' effectiveness among Federal Teaching Hospital Personnel in South East, Nigeria. The survey was carried out with three hundred and two (302) hospital personnel who were drawn through Convenience Sampling Technique from University of Nigeria Teaching Hospital, Enugu, Nnamdi Azikiwe University Teaching Hospital, Nnewi and Federal Teaching Hospital Abakaliki. The analysis carried out from the data collected showed that marital status and gender were not significant.

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