Contributions of job stress and job involvement in work-family conflict of police officers in Enugu urban, Nigeria

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Abstract
Work-family conflict likely occurs among employees who are caught between demands of work responsibilities and demands of family responsibilities. There has been much research on work-family conflict, but little effort has been made to study this in Nigerian police. Considering the theoretical assumptions of spillover theory linking job stress and job involvement to work-family conflict, this cross-sectional study investigated the contributions of job stress and job involvement in work-family conflict among police officers in Enugu urban area of Enugu State, Nigeria. Two hundred and nine (209) police officers, comprising 129 males and 80 females between the ages of 20 to 59 years (M = 39.24, SD = 6.26) were sampled using multi-stage sampling techniques. The 15-item Job Stress Scale, 20-item Job Involvement Scale and 32-item Work-family Conflict Scale were the measures for data collection. Results of hierarchical multiple-regression revealed that job stress and job involvement did not equally predict work-family conflict and its bi-directions. Specifically, job involvement jointly and independently predicted work-family conflict, work-to-family conflict and family-to-work conflict while job stress jointly and independently did not predict work-family conflict and its bi-directions. Job involvement accounted for 18.0% of the variance of work-family conflict, 21.90% of work-to-family conflict and 3.70% of family to work conflict among officers of Nigerian police. There is a need for policy makers in Nigeria such as Police Service Commission to consider job involvement in order to reduce work-family conflict of police officers.
Keywords: job stress, job involvement, work-family conflict, police officers

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I.   Introduction

A country such as Nigeria which is undergoing economic, political, legal, social and psychological upheaval, the increase in crimes and criminal activities such as armed robbery, kidnapping, political violence and insurgency as orchestrated by the activities of Boko Haram, Fulani herdsmen and bandits is likely to increase job involvement and job stress of Nigerian police officers resulting in work-family conflict, hence this present study. Giving credence to this, research suggests that approximately seventy percent of workers experience difficulty in managing the demands of work and family (Lockwood, 2003; Schieman, Milkie & Glavin, 2009)

Work-family conflict is a form of inter-role conflict in which pressures from the work and family domains are mutually incompatible in some respect (Greenhaus & Beutell, 1985). In congruence with this, studies (e,g. Frone, 2000; Amstad, Meier, Fasel, Elfring & Semmer, 2011; Voydanoff, 2005; Judge, Ilies & Scott, 2006) have shown that work demands interfere with family demands (work-to-family conflict) and family demands interfere with work demands (family-to-work), thus suggesting bidirectional relationship. According to Greenhaus and Beutell (1985), this bidirectional relationship is characterized by time based, strain based and behaviour based. Time based work-family conflict occurs when the time needed for work roles makes it difficult to commit sufficient time to family roles and vice versa (Bruck & Allen, 2003). Strain based work-family conflict occurs when strain from one role makes it difficult for the worker to fulfill the requirements of the other role. Behaviour based work-family conflict arises when there is incompatibility of behaviour expectations in the roles of both work and family domains (Carlson & Frone, 2003). According to Frone (2003) work-family conflict is a product of incompatible pressure in the work and family domains such that work interferes with family life and family interferes with work life. Cinnamon and Rich (2005) argued that work usually has a more deleterious impact on family life than vice-versa. Howard (2008) in support of previous studies (e.g. Greenhaus & Beutell, 1985; Boyar, Maertz, Pearson & Keough, 2003) conceptualized work-family conflict as a type of inter–role conflict where both work and family issues exert pressures on an individual, creating a conflict where compliance with some set of pressures (family matters) increases the difficulty of complying with the other set of pressures (work matters). Thomas and Granster (1995) opined that juggling work and family responsibilities is a common experience for many employees, although engaging in both work and family roles can have

positive effects for individuals (Rothbard, 2001), but if workers are unable to balance the responsibilities associated with both roles, the potential for conflict between roles increases (Frone, Russell & Copper, 1992). Howard, Donofrio and Boles (2004) asserted that work-family is reflecting the individual's ability to perform their works with a lot of demand carried out by them towards their work performance and their house or family activity. According to Greenhaus and Powell (2006), the work–family conflict will affect the work-family roles in terms of high expectation towards demand in every role. Work-family conflict has been found to be associated with factors such as job stress and job involvement. For example, Kim and Ling (2001) established a positive correlation between job stress and work-family conflict. Netenmeyer, Brashear, Alejandro and Boles (2004) in a study also found relationship between work-family conflict and job stress. Moreover, other studies (e.g. Eby, Casper, Lockwood, Bordeaux & Brinley, 2005; Casper, Eby, Bordeaux & Lambert, 2007; Lapierre & McMullan, 2015) assume that the multiple roles of an individual inevitably lead to conflict and stress.

According to National Institute for Occupational Safety and Health (NIOSH, 1999), job stress is the harmful physical and emotional response that occurs when there is a poor match between job demands and the capabilities, resources or needs of workers. Stress, according to Mental Health Act (MHA, 2007) is a condition of strain that has a direct bearing on emotions, thought process and physical conditions of a person. Job stress is the physical and emotional responses that occur when the employee's capabilities and resources cannot cope with the demands and requirements of the job (Alves, 2005; Bianchi, 2004; Lindholm, 2006; Nakasis & Ouzouni, 2008). Robinson (1983) defines workplace stress as the conditions arising from the interaction of people and their jobs, which are characterized by changes within people that force them to deviate from their normal functioning. It refers to tension, anxiety, and distress from work (Triplett, Mullings & Scarborough 1996). Stressors in the workplace are those conditions that have potential to result in a person experiencing a situation as stressful. In consequence, the degree of stress experienced and the ways in which a person reacts to it can be influenced by a number of other factors such as personal characteristics, lifestyle, social support, appraisal of the stressor (s), life events and socio-demographic and occupational variables (Robinson, 1983).

In reaction to effect of job stress in affecting individuals in other activities, Greenhaus and Beutell (1985) asserted that individual's stress, tension, nuisance, anxiety, and tiredness that occur because of his/her family or work itself are factors that cause some restraints to fulfillment of other sort of duty. Greenhaus and Beutell (1985) asserted that the role conflicts that arise due to the gap expectations of two different roles that a person has (dual role conflict or work-family conflict) can be one of the factors causing stress in the work environment. To this effect, when an employee is experiencing difficulty in adjusting to its dual role, it can be perceived as being pressed until it finally becomes stressful for him. Obradovic and Obradovic (2008) in a study explained that employees experience crossover effect when they faced a conflict at work as well as family that is ultimately affecting their spouse and family. According to Laeeque (2014) work–family conflict is one of the conditions of personal problems experienced by a person which is likely to cause job stress. Burke and Greenglass (2001) concluded that there are strong relationships among the work demands and job stresses towards work–family conflict. By working for a long period of time, employees reduce their family time and this can result in work–family conflict (Yildirim & Aycan, 2008).

Work–family conflict is also related to job involvement. For example, Carlson and Frone (2003) in a study of the role of job involvement in work-family conflict have shown that job involvement plays a significant role in work-family conflict. Carlson and Perreive (1999) in a similar study echoed the same finding that job involvement plays a significant role in work-family conflict. According to Biswas (2011) job involvement can be conceptualized as the degree to which a person identifies psychologically with his/her work or the importance of work in his/her total self-image. Hyun (2010) sees job involvement as an attitude and important variable that helps in maximizing organizational effectiveness. Kanungo (1982) defined job involvement as psychological identification with a job. DeCarufel and Schaan (1990) stated that job involvement is the belief that work is important, and people should engage in work to better themselves. Hodson and Resigno (2004) suggested that job involvement has been repeatedly identified as an important variable for understanding the work behaviour of employees in organizations and as such, organizational success is defined in terms of heightened workers' involvement. Therefore, every organization should gear their efforts towards getting their workforce well involved.

However, Cullen, Link, Wolfe and Frank (1985) predicted that job involvement has a negative effect on job stress. Greenhaus, Parasuraman, Granrose, Rabinowitz and Beutell (1989) suggested that the "absorptiveness" of jobs and one's emotional involvement in one's job represent a potential source of intrusion of work into the family domain. According to Greenhaus et al (1989), employees with high levels of job involvement tend to be preoccupied with their jobs and are more concerned about achieving success in their career, stimulating them to devote increased effort and energy to their work role at the expense of their family role. Therefore, these employees are more likely to experience increased work–related stress and work–family conflict (Frone, Russell & Cooper, 1992; Greenhaus & Beutell, 1985; Greenhaus et al, 1989). Frone et al (1992) postulated that other factors such as job stress which relates to job involvement might contribute to the work-

family conflict. Brown (1996) theorized that job involvement is an antecedent of job stress and work-family conflict, hence the need for this study to determine whether job stress and job involvement will predict work-family conflict among a sample of Nigeria police officers.

Theoretical overview and hypotheses development
Glowinkowski and Cooper (1986) spillover is one of the famous models linking job stress and job involvement to work-family conflict. Spillover occurs where the events of one environment affect the other. According to this theory, workers carry the emotions, attitude, skills and behaviour from their work role into their family life and vice versa (Lambert, 1990). Spillover as one of the most popular views on the relationship between work and family, considers multidimensional aspects of work and family relationship such as positive or negative work-to-family and family-to-work effects (Kirchmeyer, 1993).

Spillover theory suggests that employees' experiences in one domain affect their experiences in another domain (Hart, 1999). In relation to this view considering officers of the Nigeria police, employees (officers) who perform their job as stipulated by the Police act such as enforcing the laws are found to be deeply involved in their work activities. In order to ensure proper performance, they are deeply involved in their jobs causing job stress and spillover from work to family.

Lending further support to the spillover model is the conservation of resources theory (Hobfoll, 1989) which demonstrates how job involvement and job stress relate to work-family conflict. The theory incorporates both resource losses (due to stressful environmental condition) and resource gains (from favourable events occurring), the major emphasis here is on losses. In line with this theory, as police officers in Nigeria get more involved in their job responsibilities, their resources deplete (loss). This continuous loss of resources triggers work-family conflict and job stress.

In support of the spillover and conservation of resources models, Higgins, Duxbury and Irving (1992) in a study found that job involvement was positively related to work–family conflict while Nurnazirah, Samsiah, Zurwina and Fauziah (2015) in a study found a significant positive correlation between work-family conflict and job stress. Considering these studies in the light of the spillover theory, the increasing level of crime in Nigeria will likely force the officers of the Nigerian Police to be more involved in their jobs in order to combat the these crimes . This high level of job involvement will result in high job stress thereby causing spillover of work pressure into family responsibilities. To this end, it was hypothesized that job involvement and job stress will predict work-family conflict such that high job involvement and high job stress among the police officers will be positively associated with high levels of work-family conflict and its bi-directions.

Job Stress and Work-Family Conflict
Recent studies (e.g. Nurpratiwi, 2016) on correlation between work-family conflict and job stress among government public service employees in Indonesia reported that work–family conflict has an influence on job stress. In determining the relationship between work–family and job stress, Panatik, Rajab, Shah, Rahman, Yusoff and Badri (2012) have found that work-family conflict are strongly correlated with stress among employees in Peninsular Malaysia. Similar result by Sultana (2012) also found that working women in Peninsular Malaysia experienced higher level of job stress as compared to non-working women. Kaye and Gray (2007) in a study found that employees that tried to fulfill the increasing work role while at the same time fulfilling the family responsibilities are struggling with work–family conflict and stress.

Burke and Greenglass (2001) concluded that there are strong relationships among the work demands and job stresses towards work–family conflict. Subsequently, Beham, Drobnic and Prag (2011) on job demand and work–family conflict among 199 employees in German from the IT, retail and healthcare industry, found that job demand is significantly and positively related to work-family conflict. In a similar study, Bakker, Brummelhuis, Prins and Heijden (2011) reported that there is a significant and positive relationship between job demand and work–family conflict.

Giving credence to the association between job stress and work-family conflict, Kim and Ling (2001) established a positive correlation between job stress and work-family conflict. In support of this, Netenmeyer, Brashear, Alejandro and Boles (2004) in a study also found that work-family conflict and job stress are related. In congruence with these studies, the researchers hypothesized that job stress as experienced by the police officers will positively predict work-family conflict and its bi-directions.

Job Involvement and Work-Family Conflict
Previous studies (e.g. Carlson & Perreive, 1999) reported that work involvement plays a significant role in work–family conflict. In a further study, Carlson and Frone (2003) also observed that work involvement plays a significant role in influencing work–family conflict. Amazue (2013) in a study of impact of work and family involvement on work-family conflict of non-professional Igbo Nigerian employees found that work involvement had no significant influence on workers' experience of work-family conflict. Family involvement

was found to have a significant influence on workers' experience of work-family conflict, $F (1, 192) = 11.95$, $P >.001$. The result showed that participants who reported high work involvement had lower work–family conflict ($M = 64.45$) than participants with low work involvement ($M = 66.27$). But the study showed a significant interaction effect between work involvement and family involvement on work-family conflict, $F (1,192) = 8.90$, $P<.01$.

In another study b (Sekaran, 1989) which considered job involvement as a predictor of work interfering with family, found workers who reported higher levels of job involvement to report higher levels of work interfering with family, $\beta =.27$, $t (144) = 3.33$, $P<.01$. The study also found family involvement to be related to family interfering with work, $\beta =.15$, $t (142) = 1.80$, $P<.05$. Frone, Russell and Cooper (1992) reported similar findings that a high degree of family involvement was related to family interfering with work.

In contrast, Studies (e.g. Razak, Yunus and Nasurdin (2011) on the influence of work overload and job involvement on work-family conflict which involved 391 full time local doctors in public hospitals in Peninsular Malaysia, found a negative relationship between job involvement and work–family conflict. Amazue (2013) investigated the roles of work involvement and family involvement in work–family conflict which the findings found the variables to be negatively related. Amid the conflicting findings of these previous studies, the present researchers hypothesized that these police officers been involved in their job will positively predict work-family conflict and its bi-directions.

Nigerian Context

The high level of criminal activities such as armed robbery, Boko Haram, kidnapping, inter-ethnic conflict, Fulani herdsmen activities and other heinous crimes in Nigeria has made police job more tasking that its officers are always preoccupied with their jobs and strategies to forestall this menace. The aggregation of these and other challenges confronting police officers in Nigeria could certainly put them under pressure (job stress) and work beyond normal job expectations (job involvement) leading to conflict between their work and family lives. Akin to these, the number of Police officers which is about 375,000 when compared to the population of about 200 million people, falls short of the united nations recommendation of one Police to four hundred citizens. This is an indication that the number of police officers combating these crimes are below the number of personnel required to match these criminal activities thereby exerting high pressure on the available police officersl that are fighting these crimes. According to Alemika (1993), the society for its defense, needs a well led, well trained and well disciplined police that can be trusted and enough for the state to prevent crime before it happens or if it happens, to defeat crime and bring the accused to justice. Anything short of this defeats the principles of effective policing as enunciated by Robert Peel in the 1827 bill to the British parliament.

Despite these challenges facing Nigerian police officers, Nigeria government seems not to have done enough to fortify and boost the morale of these officers to bring these criminal activities to a halt. It has been observed that this segment of Nigerian workforce fund their daily movement to combat crime for the nation. Such issues as fueling and repairing of their operational vehicles, feeding on duty, hazard allowances, purchase of gadgets and uniforms to fight these crimes have not been given proper attention by the government, and this may have been the causes of high extortions both on high ways and offices usually observed among police officers in the country. According to Aremu (1998) the overall effect is that police officers in Nigeria seem frustrated and helpless and this makes the citizen to hold the police profession in low esteem. Extant literature (e.g., Akinnawo, 1994, 1995; Aremu & Idowu, 2001; Aremu & Adeyoju, 2003; Aremu, 1996, 1998), has shown that all is not well with present policing system in Nigeria and that the Police officers are overstretched and stressed, thus the need to consider job involvement and job stress of this segment of the Nigeria workforce in relation to work-family conflict.

In addition, despite the fact that this study deals with an issue of global relevance, and remarkable amount of research has been conducted on a widespread work-to-family conflict and its antecedents and consequences, there have, ironically, been few studies of these concerns in diverse national contexts, specifically non-Western contexts. Most studies (e.g. Greenhaus & Beutell, 1985; Higgins, Duxbury & Irvings 1992; Major, Klein & Ehrhart, 2002) have concentrated majorly on American and European populations, few on Asian populations (e.g. Lu et al, 2010; Aryee, 2005) and relatively little research has been done in developing countries (Poster & Prasad, 2005). Moreover, the few studies (e.g. Amazue, 2013; Okonkwo, 2013; Okonkwo, 2014) focusing on work-family conflict in Nigeria did not consider Nigerian police officers. And also few studies (e.g. Obodo, Okonkwo & Aboh, 2019; Okonkwo, Obodo & Aboh, 2019) which considered Nigerian police officers did not focus on work-family conflict. This research gap in work-family conflict is particularly problematic and calls for research involving African population, hence this present study in non-Western context of Nigeria.

II. Method

Participants and procedure

A Cross-sectional survey of 209 officers of Nigerian Police comprising 129 males and 80 females between the ages of 20 to 59 years (M = 39.24, SD = 6.26) served as participants. The researcher using multi-stage sampling technique (cluster and Purposive) drew the participants from three (3) police departments and eleven (11) police formations in Enugu urban, Nigeria.

Permission for the conduct of the study in Enugu State Command was obtained from the Commissioner of Police, Enugu State Command sequel to a letter of identification from the Head, Psychology Department, Enugu State University of Science and Technology, Nigeria. More so, the researchers identified with the Heads of the three Departments and the Divisional Police Officers (DPOs) in each of the selected departments and formations in order to inform them of the study and get their cooperation. The researchers trained officers who served as a research assistants in the departments and formations. Copies of the questionnaire were shared to the participants and instructions given. They were allowed to go home with the copies and returned them on a later date. Two hundred and twenty eight (228) copies (94.61) of the questionnaire were returned and 19 copies (8.33 %) were discarded due to errors in completion, hence 209 (91.66%) copies were scored and analyzed in testing the hypotheses.

Instrument

Three scales were used in this study. They include 15-item Job Stress (Scale Kahn, Wolfe, Quinn, Snoek & Rusethal, 1964), 20-item Job Involvement Scale (Lodahl & Kejner, 1965) and 32-item Work-family Conflict Scale (Okonkwo, 2014).

Job Stress Scale

Job stress was measured using Kahn, Wolfe, Quinn, Snoek, and Rosenthal, (1964) 15-item job tension questionnaire (JTS). The instrument was designed to assess the job stress a worker experiences as a result of the social and physical circumstances of the work setting. Sample item reads "Feeling that you have too heavy a work load, one that you can't possibly finish during an ordinary work day". There are only direct scoring items. Ratings were made using 5-point scale, ranging from 1(Never) to 5 (Nearly all the time) with internal reliability coefficients of .78 and .39 reported by Oseghare (1988). Okonkwo, Egbujor and Onyeneje (2019) in a Nigerian sample reported Cronbach's alpha reliability coefficient of .97. The researchers reported Cronbach' alpha reliability coefficient of .63.

Job Involvement Scale

Job involvement was measured using Lodahl and Kejner (1965) 20-item job involvement scale (JIS) designed to measure the extent to which a person is attached and engrossed in his/her general employment circumstances. Sample item reads "I will stay overtime to finish a job, even if I am not paid for it". There are both direct scoring and reverse scoring items. Ratings were made using 5-point scale, ranging from 1(strongly disagree) to 5 (strongly agree) with Spearman-Brown internal reliability coefficients of .72 (females), .80 (males) and test-retest reliability of .90 reported by Lodahl and Kejner (1965). Okonkwo, Egbujor and Onyeneje (2019) in a Nigerian sample reported Cronbach's alpha reliability coefficient of .89. The researchers reported Cronbach's alpha reliability coefficient of .67.

Work–Family Conflict Scale

Work-family conflict was measured using Okonkwo (2014) 32-item Work-family conflict scale designed to measure the extent to which a person's work responsibilities interfere with his/her family demands and vice versa. Sample item reads "I do not participate well in household activities because my job is so challenging that it takes most of my time". There are only direct scoring items. Ratings were made using 5-point scale, ranging from 1(strongly disagree) to 5 (strongly agree). Okonkwo (2014) provided the psychometric properties of the scale for Nigerian samples, and reported Cronbach's alpha reliability coefficients of 0.89 and 0.88 for the two subscales of work–to–family conflict and family–to–work conflict, and convergent validity of 0.55. However, in revalidation of the scale the present researchers modified items 3, 17 and 18 of work-to-family conflict and items 7 and 12 of the family-to-work conflict. And Cronbach's alpha reliability coefficient of 0.62 and 0.71 were reported respectively.

Statistical analysis

Mean and standard deviation of the continuous variables were computed first. Pearson's correlation was used to establish the relationship between the variables in the study. Hierarchical regression analysis was used in testing the hypotheses.

III. Results
Table 1: Descriptive Statistics and Correlations among the Study Variables (N = 209)

	Variables	M	SD	1	2	3	4	5	6	7	8	9
1	Work-Family Conflict	114.5	16.67	1								
2	Gender	.51	.50	.07	1							
3	Marital Status	.77	.42	-.09	-.31	1						
4	Years of Service	.69	.46	.07	-.13	.17	1					
5	Rank	.60	.49	.00	.06	-.12	.09	1				
6	Qualification	.72	.45	.06	-.00	-.04	.11	.08	1			
7	Age	.79	.41	.05	-.13	-.03	.01	-.18	-.12	1		
8	Job Stress	2.60	.37	-16**	.02	-.03	-.14	-.04	.04	-.06	1	
9	Job Involvement	45.76	6.19	.39**	-.01	.14	.02	-.10	.03	-.01	-.10	1
10	Cronbach Alpha										.68	.65

Note: * = $P<.05$ (2-tailed), ** = $P <.01$ (2-tailed), *** = $P <.001$ (2-tailed). Gender was coded 0 = Male, 1 = Female; Marital status was coded 0 = single, 1 = married; Years of Service was coded 0 = short service, 1 = Long Service; Rank was coded 0 = junior officers, 1 = senior officers; Qualification was coded 0 = lower qualification, 1= higher qualification and Age coded 0 = young, 1 = old.

Results in table 1, indicate that gender, marital status, years of service, rank, qualification and age, were not significantly related to work-family conflict of police officers. Meaning that increases or decreases in these control variables did not significantly relate to increases or decreases in the criterion variable (work-family conflict). Whereas job stress ($r= -.16$, $p < .01$) and job involvement ($r= .39$, $p < .001$) were significantly related to work-family conflict in negative and positive direction respectively. According to these findings, job stress was found to be negatively related to work-family conflict while job involvement was found to be positively related to it.

Table 2: Hierarchical multiple regression showing job stress and job involvement as predictors of work-family conflict

Variable	Step1 B	Step 2 B
Gender	2.11	1.51
Marital Status	-.3.33	-5.63
Work Experience	3.19	2.61
Rank	-.37	.78
Qualification	2.09	1.67
Age	2.30	2.26
Job Stress		-.28
Job Involvement		.99**
Adjusted R^2	-.005	.173
ΔR^2	.025	.180**
ΔF	.845	22.25**

* = $p < .05$, ** = $p < .001$.

In Table 2, in the first step of Hierarchical multiple regression of which work-family conflict served as the criterion variable, six demographic variables (gender, marital status, years of service, rank, qualification and age) were entered as control variables. This model was statistically not significant $F(6, 201) = .845$, $p>.05$ and unable to explain any significant variance in work-family conflict neither in blocks nor as single variables. In step 2, when the predictor variables: job stress and job involvement were entered as blocks, job stress did not significantly contribute to the variance in work-family conflict ($\Delta R^2= .025$, p >.001) while job involvement significantly contributed 18.0% of the variance in work-family conflict ($\Delta R^2= .180$, $p< .001$). And individually, only job involvement ($\beta = .99$, $p< .001$) contributed significantly in positive direction in predicting work-family conflict thereby confirming hypothesis 2, whereas hypothesis 1 was disconfirmed since job stress independently yielded no significant relationship with the criterion variable.

Table 3: Hierarchical multiple regression showing job Stress and job Involvement as predictors of work-to-family conflict

Variable	Step1 B	Step 2 B	Step3 B
Gender	.03	1.51	.01
Marital Status	-.13	-.13	-,19
Work Experience	.11	.09	.09
Rank	-.05	-.06	-.01
Qualification	.09	.09	.07
Age	-.01	-.02	-.01

Job Stress		-.11	-.06
Job Involvement			.48**
Adjusted R^2	.007	.014	.237
ΔR^2	.036	.011	.219
ΔF	1.245	2.34	59.74**

* = $p < .05$, ** = $p < .001$.

According to Table 3, in the first step of Hierarchical multiple regression of which work-to-family conflict served as the criterion variable, six demographic variables(gender, marital status, years of service, rank, qualification and age) were entered as control variables. This model was statistically not significant $F(6, 201) = 1.25$, $p>.05$ and unable to explain any significant variance in work-to-family conflict neither in blocks nor as single variables. In step 2, when the predictor variable: job stress was entered, as a block, it contributed only 1.1% of the variance in work-to-family conflict which is not significant ($\Delta R^2= .011$, $p> .05$). However, in step 3, when the predictor variable job involvement was entered, as a block, it significantly contributed 21.9% of the variance in work-to-family conflict ($\Delta R^2= .219$, $p< .001$).So, individually, only job involvement ($\beta = .478$, $p< .001$) contributed significantly in positive direction in predicting work-to-family conflict thereby confirming hypothesis 2, whereas hypotheses 1 was disconfirmed since job stress independently yielded no significant relationship with the criterion variable.

Table 4: Hierarchical multiple regression on job stress and job involvement as predictors of family-to-work conflict

Variable	Step1	Step 2	Step3
	B	**B**	**B**
Gender	.08	.08	.07
Marital Status	-.01	-.01	-.04
Work Experience	.04	.00	.02
Rank	.03	.03	.04
Qualification	.00	.01	-.00
Age	.11	.09	.10
Job Stress		-.12	-.10
Job Involvement			.19*
Adjusted R^2	-.012	-.002	.032
ΔR^2	.017	.015	.037*
ΔF	.581	3.02	8.00*

* = $p < .05$, ** = $p < .001$.

In Table 4, in the first step of Hierarchical multiple regression of which family-to-work conflict served as the criterion variable, six demographic variables (gender, marital status, years of service, rank, qualification and age) were entered as control variables. This model was statistically not significant $F(6, 201) = .581$, $p>.05$ and unable to explain any significant variance in family-to-work conflict neither in blocks nor as single variables. In step 2, when the predictor variable: job stress was entered, as a block, it contributed only 1.5% of the variance in family-to-work conflict which is not significant ($\Delta R^2= .015$, $p> .05$). However, in step 3, when the predictor variable job involvement was entered, as a block, it significantly contributed 3.7% of the variance in family-to-work conflict ($\Delta R^2= .037$, $p<.01$). So, individually, only job involvement ($\beta = .19$, $p< .01$) contributed significantly in positive direction in predicting family-to- work conflict thereby confirming hypotheses 2, whereas hypotheses 1 was disconfirmed since job stress yielded no significant relationship with the criterion variable.

IV. Discussion
This study investigated the roles of job stress and job involvement in work-family conflict among police officers in Enugu urban area, Nigeria. Contrary to the first hypothesis, results indicated that job stress did not predict work-family conflict and its bi-directions (work-to-family conflict and family-to-work conflict). This shows that among these police officers, experiencing job stress as caused by the social and physical circumstances of the work setting was not associated to their experience of work responsibilities interfering with family demands and vice versa.

This finding is incongruence with previous studies (e.g. Nurpratiwi, 2016; Panatik, Rajab, Shah, Rahman, Yusoff & Badri, 2012; Kaye & Gray, 2007; Burke & Greenglass, 2001) which found relationships between job stress and work-family conflict. This contrary finding could be attributed to cultural differences between South-eastern Nigeria where the participants for the present study were drawn from and participants for the previous studies who were drawn largely from United States, Europe and Asia. And these differences give

credence to other studies (e.g. Poelmans, 2003) which suggested that work and family issues are related to cultural values, norms, beliefs and assumptions

In support of the second hypothesis, the findings of this study revealed that job involvement significantly and positively predicted work-family conflict and its bi-directions (work-to-family conflict and family-to-work conflict). This shows that among these police officers, work-family conflict which is the experience of work responsibilities interfering with family demands and vice versa increased in the same direction with the extent to which they are attached and engrossed in their general employment circumstances.

Considering these findings, the police officers' involvement in their job could be associated with the regimental nature of police work which has in its description that any duty assigned to any police officer must be accomplished in the light of supervision from a senior police officer which has basis for recommendation and promotion. This is perhaps may lead to deep rooted attitude and psychological attachment to the job which they also spillover from work to the family. And this high level of involvement in their job responsibilities could put them under pressure resulting in work-family conflict.

This positive association between job involvement and work-family conflict has given credence to previous studies (e.g. Carlson & Frone, 2003; Amazue, 2013)) which found that job involvement plays a significant role in influencing work-family conflict. This result is also in congruence with spillover theory (Glowinkowsti & Cooper, 1986) spillover theory which suggests that spillover occurs where the events of one environment affect the other, and that workers carry the emotions, attitudes, skills and behaviours from their work role into their family life and vice versa.

This study has made theoretical and practical contributions to existing literature. First, the positive association between job involvement and work-family conflict has to a certain degree given support to the contributions of spillover (Glowinkowsti & Cooper, 1986) and conservation of resources theory (Hobfoll, 1989) to the understanding of the relationship between job involvement and work-family conflict. Second, understanding the police officers' level of psychological attachment to their job and its consequence on work-family conflict beckons on policy makers in Nigeria such as the Police Service Commission to make family-friendly policies in order to enhance work-family balance.

Limitations of the study and suggestions for further studies

The sample size in this study represented only police officers in Enugu State Command, thus reducing the external validity of the study. Considering this, future studies in this area should cover other Police Commands in the other States of Nigeria to ensure geographical spread.The use of Cross-sectional survey and self report could not allow cause-effect relationship. And the use of multiple regressions based on the assumptions of correlation could not allow cause-effect inference. Following this, the interpretation and application of the findings should be done with caution. Future studies in this area should consider longitudinal and experimental studies for more robust findings in order to establish cause-effect relationship.

V. Conclusion

Job involvement positively predicted work-family conflict and its bi-directions (work-to-family conflict and family-to-work conflict), hence the need to create work conditions built on family-friendly policies. This will cause proper utilization of job involvement in order to reduce work-family conflict and enhance work-family balance among Nigeria police. And this will among other factors enable them dedicate more time and energy to the fight against the enormous crimes ravaging Nigeria.

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