

# Home-Work Management and Social Behavior Development

**Miebi Ugwuzor**

Department of Management

Niger Delta University, Wilberforce Island, P.M.B. 071, Yenagoa,

Bayelsa State, Nigeria.

+2348036666332

## Abstract

*Persons who work for firms together with their family members make up the society in which corporate entities operate. The traditional African society enjoyed relative peace and tranquility as well as a relatively low crime rate. However, the current apparently perturbing exhibition of undesirable behaviours in the Nigerian society calls for intervention by responsible corporate citizens to look into the social and emotional malaise and retool their internal policies and programmes to counteract any external threat such a menace may pose. This paper is a workplace approach to mitigating contemporary socio-behavioural ills through the management of Home-role and Work- role balance of employees for the socio-behavioural wellbeing of the society. It is an attempt at triggering new capacities in firms towards rethinking their Corporate Social Responsibility stance by embarking on viable workplace grown solutions to societal challenges and for the Nigeria to have a renewed hope for socio-cultural regeneration.*

**Keywords:** behaviour, corporate, home, management, Nigeria, responsibility, social, work.

## 1. Introduction

Africa is a continent known for her rich cultural heritage. The closely knit nature of the communities makes it possible for one person to be related to everybody else even if there may be no known blood of family ties. The sense of brotherhood and hospitality were some of the cardinal values of an indigenous African man (Ezenweke&Nwadiolor, 2013; Olasupo, Oladeji, &Ijeoma, 2017). The traditional community settings were such that each person watched out for the other, adult's nurtured the young and economic and social activities were done for the benefit of all. Family and leadership roles were done with dexterity for the general peace, tranquility and betterment of the communities. Most individuals were involved in the traditional family occupations of farming, fishing, hunting, trading, cloth dying and weaving and so on (Basseyy, Ojua, Archibong, & Basseyy, 2012).Everyone at every age was expected to have a sense of responsibility to perform certain tasks and fulfill their moral obligations within the ambits of the social and cultural norms for the general good of all in the family and society. However, what is currently witnessed seems to be a *faux pas* of some sort.

The times are changing and will continue to do so bringing up new issues to deal with. These emergent social challenges which are impacting on the development of societies may also have implications for

Africa, the World's second largest and second most populous continent. Scholars have identified high dependency rate, low per capita income, unwanted pregnancy, general disorder, drug abuse, juvenile delinquency, youth violence and moral decadence among the contemporary Social Problems affecting National Development in Africa (George & Ukpong, 2013; Kufakurinani & Mwatwara, 2017). Modern corporate entities have come to stay and have changed the way people live their lives in societies. As more persons take up professional careers in the firms, the need for the balance of the home and work roles and responsibilities of individuals becomes more imperative. Men and women taking up employment in corporate firms come from homes and are part of societies. They expend considerable time and energies to maximize the productive capacities of their firms. The firms on their part are obliged to adequately remunerate the employees and make the workplace conducive for them work.

However, Nweze(2004) has noted that the family remains the most significant and enduring human group, providing social and emotional relationship and support to its members. Firms expect employees to tilt their allegiance to their work and apparently do not give adequate attention to the home-roles and responsibilities of the employees nor do they realize the societal implications of the management of home-roles. The bulk of research in the balance of home and work aspects of workers lives focused on how the balance or imbalance affects individual workers (Delecta, 2011). This paper is aimed at advocating that firms, as part of their corporate social responsibility, should add value to the society by meeting the social and emotional needs of family members and dependants of their employees through the management of their employee's lives within and, more especially, outside the workplace.

## **2. Literature Review**

In the understanding and prediction of human behaviour, there is a need to look into the social and emotional demands of individuals. As a theory of socio-emotional development, this work draws heavily from the Attachment Theory (Bowlby 1988). The theory states that a strong emotional and physical attachment to at least one primary caregiver is critical to personal development. Four different attachment classifications have been identified: secure attachment which occurs when children feel they can rely on their caregivers to attend to their needs of proximity, emotional support and protection; Anxious-avoidant attachment occurs when the infant avoids their parents; Anxious-ambivalent attachment occurs when the infant feels separation anxiety when separated from the caregiver and does not feel reassured when the caregiver returns to the infant; Disorganized attachment occurs when there is a lack of attachment behaviour (Ainsworth & Bell, 1970; Main & Solomon, 1990). The Attachment Theory hypothesized that secure attachment is considered to be the most desirable state, the most prevalent and the most advantageous attachment style. Van IJzendoorn & Sagi-Schwartz (2008) believe that maternal sensitivity influences infant attachment patterns and that specific infant attachments predict later social and cognitive competence. The Principles of attachment theory have been used to explain adult social behaviours (Milanov, Rubin & Paolini, 2013) marital separation (Weiss, 1977) as well as in middle-aged siblings and their elderly parents (Volkom, 2006). The theory was also included in studies on neural development, behavior genetics, temperament as well as in understanding and treating child and family disorders

(Vaughn, Bost, & Van Ijzendoorn, 2008; Landers & Sullivan (2012). Parental attention and affection are therefore apparent in the prevention of maladapted and delinquent children as well as depressed spouses and other adult family members.

The theory of Bounded Emotionality (Mumby and Putnam, 1992) was another theory upon which this work hinged. Impersonality and restraints on emotional expression at work have been the order of day in many workplaces (Weber, 1981). However, The Bounded emotionality creates a strong sense of community among its members and help to deal with how employers and employees handle a range of emotions that emanate from the work itself, or are brought into work situations from an employee's home life (Martin, Knopoff & Beckman, 1998). Bounded Emotionality boosts the psychological well-being of organisational members and their families (Mumby and Putnam, 1992). Firms operating in Nigeria are likely to have employees with family members from diverse ethnicity, cultures, languages and the nature of the behavioural exhibitions of the persons are also likely to be many and varied and of all types of possibilities. , Without unwarranted intrusion in the private lives of employees, firms, by adopting the theory of bounded emotionality, may reduce the restraints on emotional expression at work, create avenues to seek help reduce stress occasioned by home roles and impact positively on the work roles.

### ***2.1 Home-Role Management***

Home –Role Management is a firms deliberate involvement in the lives of individual employees to ensure that individuals are enabled to fulfill their obligations to their families outside the workplace. Home-role management focuses the individual employee's life outside the workplace. The adopted management strategies and methodologies should be such that each employee plays his/her roles in the family. The traditional home- roles of men and women include specific responsibilities and obligations. Delecta (2011) highlighted house chores, child care, self-care, care for spouse and dependant elderly relatives as some of the family responsibilities of individuals. As a Home-Role Management strategy, a firm could adjust the work schedule of an employee to allow for time-off to care for a physically or mentally ill family member either to help in recuperation or preventing a relapse. An uncared-for pregnant wife, for example, who takes to alcoholism, apart from potential damage to her vital organs may likely be faced with the attendant risk of fetal alcohol spectrum disorders or any other fetal alcohol syndrome with the resultant mental retardation and adverse problems or any other neonatal, childhood, adolescent mental disorders (Mead & Sarkar, 2014). Nwigbo & Imoh-Ita (2016) has linked unemployment to high crime rates. Dismissing a good employee from an organisation because of his/her inability to handle home- role issues which may adversely affect work-roles, make the unemployed person take to crime or any other detrimental addictive behaviour which will be a further menace to the society.

The family unit is a microcosm of society. Nweze (2004) opined that the family is an important institution for the development of the individual, the society and Nation at large. The home issues of employees are rarely discussed, often neglected neither are there deliberate organisational policies to address the ever present issues.

This may not be unconnected with the belief that firms are not responsible for what happens to employees outside the workplace and that anybody coming to work should make their careers the focus of their lives (Mao, Chen, & Hsieh, 2009) Be that as it may, the African societal norms makes it obligatory for its members to be responsible for those around them and these employees come from families and are part of communities and societies. Thus, be it desirable or not, employees have the home-role to act responsibly in the eyes of the society and more so, to their family members.

## **2.2 Work-Role Management**

Organisations desire that their employees continuously improve on their performance at work and use all available strategies and policies to ensure sustained competitive advantage. Katz and Kahn (1966) opined that every role, especially at the workplace is basically a set of behavioural expectations. Work-role Management is a firm's effort at ensuring that the specific workplace tasks, duties, obligations and other job responsibilities of employees, including those spelt out by the psychological contract, are adeptly carried out. Firms expect an employee to play the roles of a diligent and committed worker as well as a number of other intertwined and interrelated roles with blurred lines of demarcations that when played, makes the fortunes of the organisation better. Employee commitment, has been defined as the employee's identification with the values, goals and principles of the hiring organisation, a true desire to belong and remain within the organisation and to try and an endeavour on the organisation's behalf (Armstrong, 2007). Meyer & Allen (1997) proposed that organisational commitment is experienced by the employee as three thinking sets encompassing affective, normative, and continuance organisational commitment. Affective Commitment is an employee's feeling of loyalty to a firm. In this case the employee believes in the organisation and is highly involved in and is emotionally attached to the firm. Normative Commitment is a case where the employee feels the obligation to remain with the firm. There is a show of loyalty and duty as well as a feeling of indebtedness and reciprocity to a firm that 'took him/her in'. Continuance Commitment is a situation that occurs as a result of perceived economic and social cost associated with leaving. The employee feels that he/she has to stay with the company because of the enormous costs of leaving. Darolia, Darolia & Kumari, (2010) examined Employee Commitment with regards to career, union and profession. Meyer & Maltin (2010) concluded that affective, normative, and continuance employee commitment components have been negatively correlated to turnover, absenteeism and tardiness of employees within organisations. Employees who are engaged in their work and committed to their organisations give companies crucial competitive advantages - including higher productivity and lower employee turnover (Vance, 2006). Engagement, attachment, loyalty and belief in organisational values are all concepts that have increasingly gathered acceptance as a description of employee commitment (Mullins, 2010). Firms also expect an employee's punctuality, altruism, organisational citizenship behaviour. An employee with serious home and work role conflict which is more inclined to the home – role will not have time to show organisational citizenship behaviour and may not also fair well in interpersonal harmony and the employee's productivity in terms of product /service output. Employee involvement (EI) is another vital role firms expect of their workers. Employee involvement has been seen as the process concerned with participation and empowerment of employees so as to use their inputs in order to achieve higher

individual and organisational performance (Odero and Makori, 2017). Sofijanov&ZabijakinChatleska, (2013) opined that Involvement refers to the employee participation in decision making, problem solving and increased autonomy in work processes. There is increasing evidence indicating that employee Engagement and Organisational Commitment enhance corporate performance (Cheche,Muathe&Maina, 2017). It has been observed that employee involvement in decisions makes firms effective and efficient in the performance of their vital roles. (Kuye&Sulaimon(2011). However, workaholism is an employee's excessive work involvement, a very high drive to work, and a lack of work enjoyment (Aziz &Zickar, 2006). Being a workaholic is an addiction and workaholics have a psychological need to work that is detrimental to themselves and others. Apart from the health challenges that workaholics face, they tend to neglect their families, friends, relations and social responsibilities (Khan & Shah,2016 ; Molino, Cortese& Ghislieri,2018).Workaholics tend to have a poor work-life balance and low life-satisfaction as they tend to put their work before anything else in their lives (Matuska,2010).

### **2.3 SOCIAL BEHAVIOUR DEVELOPMENT**

Behavioural development, being looked at here as the series of patterns behaviours follow, which may take a number of forms and could start at any stage in life depending on the causative factors. Gaik, Abdullah, Elias &Uli,2010) observed family relations, particularly, parent- child attach as a determinant in the development of antisocial behaviour among adolescents. Evolutionary psychologists believe that prosocial behavioural tendencies are passed from generation to generation (Barrett,2002) It is also believed that prosocial behaviour starts early in a child's life and continues in life a children gain a moral understanding of their world (Parke, Gauvain&Schmuckler, 2010)

Many working persons adopt the philosophy of either "working to live" or "living to work" (Delecta, 2011). Whatever be the case, people are expected to work and live with family members and with members of the community around them. Gaik, et al. (2010) has linked the development of antisocial behaviour among adolescents with poor family relations, especially poor parent –child attachment and insecure attachment which is associated with parental negativity and rejection. Antisocial behaviours which are openly expressed as aggression, disruptiveness, assault, vandalism, theft, robbery and other acts of violence are externalizing behaviours while the more subtle but equally negative behaviours such as depression, anxiety, isolation and social withdrawal are internalizing behaviours. (Bauminger, Solomon & Rogers,2010).

Antisocial behaviours in childhood and adolescence are seen as behavioural disorders. It is believed that delinquent behaviours in children have the potentials of causing failure in academics and impairing socio-emotional development that could lead to adult crimes(Moffitt, 2018).Antisocial behaviours like prosocial behaviours begin early in life and often continues into adolescence and adulthood(Toseeb, Pickles, Durkin, Botting, & Conti-Ramsden,2017; Park, Lee, Sun, Vazsonyi, & Bolland,2010). Many factors have been linked to the development of antisocial behaviours, Chief among them are the personal characteristics of the child, peers and family background (Javdani, Sadeh, & Verona, 2011).). The family background, which may also be called the home factor, plays a vital role in the socio-behavioural development in a person.

Cox Jr, Criss, Harrist, & Zapata-Roblyer (2017) identified certain antisocial behaviour causal factors in a person's family background to include antisocial parents, parents who are drug addicts and alcoholics or suffering from depression; family poverty, marital problems, large family size, history of family violence, criminality of parents, psychiatric disorder of parents, employment changes, divorce, poor parental practices, urban residence, disorganized and high crime neighbourhood amongst others. Thus, making Family background and environment strongly associated with aggressive behaviours among children. Parental supervision and monitoring practices have been linked to adolescent delinquent behaviours and deviant peer associations (Hinnant, Erath, Tu, & El-Sheikh, 2016). Aguilar, Sroufe, & Carlson (2000) linked Socio-economic status of parents and antisocial and aggressive behaviour. The developments of prosocial and antisocial behaviours have their basic foundations in families with poor parenting predicting antisocial behaviours. A family background built on positive attachment could be to serve as a barrier to delinquency (Gaik et al., 2010).

#### ***2.4 The Need for Intervention through Corporate Social Responsibility***

Extant Literature on corporate social responsibility (CSR) indicates that diverse schools of thought have emerged in the debate. One group believes that CSR should be mainly used as a social endeavour and the other thinks it should be linked to the corporate financial performance strategy (Medis, Yong, Khatibi & Ferdous -Azam, 2016). Windsor (2019) has proposed that an enterprise approach to corporate social responsibility (CSR) should be seen as voluntary. However, this work posits that firms may as a social endeavour, voluntarily compel themselves to contribute to society through deliberate firm grown policies and programmes. No organisation, private or public, however big or strong will be able to thrive in a society bedeviled with violence, crisis and criminality. The culture of respect, politeness, courtesy, hospitality, and good neighbourliness seem to be fast eroding and are being replaced by fear, insecurity, crisis, violence, drug addiction prevalence, criminality of all sorts, tactlessness and errors in etiquette. Firms should take a cue from the African socio-cultural tenets of brotherhood and good neighbourliness to be a good brother and neighbour to attenuate societal ordeals.

The working parents may be trying their best but apparently seem not to be doing enough to care for children, spouses and other dependants. High cases of sadness, depression, suicidal tendencies which have the potentials of making children and spouses to find solace in behaviours such as drug abuse, alcoholism or in other addictive, risky and dangerous habits and behaviours all of which are detrimental to the social wellbeing of the society may be due to perceived children and spousal neglect as well as physical and emotional absence.

An employee whose home-work roles are not properly managed is susceptible to physical and mental health issues. (Maulik, 2017; Woo, & Postolache, 2008). The stress that comes from home-work roles overload could be enormous and overwhelming. An employee who does not prevent any of the addictive, risky and dangerous habits and behaviours of their family members by properly handling their home roles and responsibilities, such an employee will still have to take care of the addiction of the child or spouse while working. This situation could degenerate to the extent of causing distractions, anxiety, worry, accidents, or other behavioural misdemeanors at the workplace. Home-roles affect work-roles and vice

versa, thus, the need for the proper management of home-work roles. Should firms succeed in this bid to properly manage home-work roles, then they would have contributed to societal wellbeing.

### 3. Conclusion

Many organisations do not have policies and programmes on corporate social responsibility, in the direction of home-work management, which are society-centric. The organisations cannot live in isolation from their environment. Firm's dormant and docile stance in any aspect of home-work management is tantamount to waiting for a ticking time bomb waiting to explode on the faces of all onlookers. Firms cannot afford to stand and stare. The time has come for firms not only to take home-roles as important as the work-roles of their employees' health and wellbeing but also help to curb the menace which dysfunctional homes may have on society.

This work has significant implications for research and practice in that it contributes to closing the gap in the social behaviour development discourse as well as in advancing workplace grown interventions to societal issues using corporate social responsibility as a veritable tool.

### 4. Recommendations

Firms should see the balancing of home and work roles of employees as part of their responsibilities and draw from the recommendations of this work to enhance their Corporate Social Responsibility templates by enacting deliberate policies and programmes to help the society to come out of the current socio-behavioural quagmire. The recommendations are as follow:

**4.1. Home –Role Overload Busters:** Many employees, inadvertently or as a deliberate mistake, overload and overburden themselves with too many home roles, activities and responsibilities. As a home –role Management strategy, firms should bust the role overload by deliberately educating employees, and perhaps occasionally, family members, on certain seemingly private home issues like personal time management, thrift and savings, family planning, moral instructions covering honesty, transparency and civics.

**4.2. Work –Role Load Regulation:** -Firms design jobs and expect their employees to deliver on the job role expectations. However, in the scheduling of work and relocation of duties outside a given geographical location, family members of employees should be carefully considered. Also, the tasks, duties and work role expectations of employees should be such that there is no work-role overload and allow employees adequately perform their home roles and responsibilities.

**4.3. Home Background Investigation.** Firms should from time to time investigate and get information on employee's home life issues and the home backgrounds of persons with issues with their work roles should be investigated to find out and solve, where necessary, any underlying home-role issues.

## References

- Aguilar, B., Sroufe, L.A., & Carlson, E., (2000). Distinguishing the early- onset/persistent and adolescent-onset antisocialtypes: from birth to 16 years. *Development and Psychopathology*, 12, 109-32.
- Ainsworth, M. D. ., & Bell, S. M. (1970). Attachment, Exploration, and Separation: Illustrated by theof One-Year-Olds in a Strange Situation. *Child Development*, 41, 49-67.
- Armstrong, M. (2006). *A Handbook of Human Resource Management Practice. (10<sup>th</sup> ed)*. London, Kogan Page Publishing.
- Aziz, S. & Zickar, M. J. (2006). A cluster analysis investigation of workaholism as a syndrome. *Journal of Occupational Health Psychology*, 11, 52-62.
- Barrett, L. (2002). *Human Evolutionary Psychology*. Princeton, Princeton University Press.
- Bassey, A. O., Ojua, T. A., Archibong, E. P. & Bassey, U. A. (2012) Gender and Occupation in Traditional African Setting: A Study of Ikot EffangaMkpa Community Nigeria. *American International Journal of Contemporary Research* ,2(3); 238.
- Bauminger, N., Solomon, M. & Rogers, S. J. (2010). Externalizing and internalizing behaviours in ASD. *Autism research : official journal of the International Society for Autism Research*, 3(3), 101-12.
- Bowlby, J. (1988). *A Secure Base: Clinical Applications of Attachment Theory*. London, Routledge.
- Cheche, S. G., Muathe, S.M.A. & Maina, S.M. (2017). Employee engagement, organisational commitment and performance of selected state corporations in Kenya. *European Scientific Journal*. 13(31), 317-327.
- Cox Jr, R.B., Criss, M.M., Harrist, A.W. & Zapata-Roblyer, M. (2017) .Are Negative Peer Influences Domain Specific? Examining the Influence of Peers and Parents on Externalizing and Drug Uses. *Journal of Primary Prevention*. 38( 5), 515-536.
- Darolia, C., Darolia, S., & Kamari, P. (2010). Perceived Organizational Support, Work Motivation, and Organizational Commitment as determinants of Job Performance. *Journal of the Indian Academy of Applied Psychology*, 36, 69-78.
- Delecta, P. (2011). Work Life Balance. *International Journal of Current Research* .33( 4), 186-189.
- Ezenweke, E. O. & Nwadiolor, L. K. (2013). Understanding human relations in african traditional religious context in the face of globalization: Nigerian Perspectives. *American International Journal of Contemporary Research*. 3(2) 61.
- Gaik, L.P., Abdullah, M. C., Elias, H. & Uli, J. (2010). Development of Antisocial Behaviour *Procedia Social and Behavioural Sciences* 7(C), 383–388.
- George, I.N & Ukpong, D.E. (2013). Contemporary Social Problems in Nigeria and its Impact on National Development: Implication for Guidance and Counseling Services. *Journal of Educational and Social Research* , 3 (2) , 167.
- Hinnant, J. B., Erath, S. A., Tu, K. M., & El-Sheikh, M. (2016). Permissive Parenting, Deviant Peer Affiliations, and Delinquentin Adolescence: the Moderating Role of Sympathetic Nervous System Reactivity. *Journal of abnormal child psychology*, 44(6), 1071-81.



- Javdani, S., Sadeh, N., & Verona, E. (2011). Expanding our lens: female pathways to antisocialin adolescence and adulthood. *Clinical psychology review*, 31(8), 1324-48.
- Katz, D & Kahn, R (1966) .*The Social Psychology of Organizations*. New York ,John Wiley.
- Khan,S.&Shah,M.H.(2016). Workaholism: reasons, influences and objective assessment of NGO employees in Peshawar. *City University Research Journal*. 6(1), 37-47.
- Kufakurinani , U. &Mwatwara,W. (2017) .Zimdancehall and the Peace Crisis in Zimbabwe .*African Conflict and Peacebuilding Review* .7(1), 33-50 .
- Kuye,O.L.&Sulaimon,A.A. (2011). Employee Involvement in Decision Making and Firms performance in the Manufacturing Sector In Nigeria. *Serbian Journal of Management* 6 (1) 1 – 15.
- Landers, M.S. & Sullivan, R.M. (2012).The development and neurobiology of infant attachment and fear*Developmental Neuroscience*. 34 (2–3): 101–14.
- Main, M., & Solomon, J. (1990). Procedures for Identifying Infants as Disorganized/Disoriented During the Ainsworth Strange Situation. In M.T. Greenberg, D. Cicchetti & E.M. Cummings (Eds.), *Attachment in the Preschool Years* (pp. 121–160). Chicago, University of Chicago Press.
- Mao, H., Chen, C., & Hsieh, T. (2009). The relationship between bureaucracy and workplace friendship. *Social Behaviour and Personality: An international journal*, 37, 255-266.
- Martin, J., Knopoff, K.,& Beckman, C. (1998). An Alternative to Bureaucratic Impersonality and Emotional Labor: Bounded Emotionality at the Body Shop. *Administrative Science Quarterly*. 2 429–469.
- Matuska,K.(2010). Workaholism, life balance, and well-being: A comparative analysis. *Journal of Occupational Science*.17(2):104-111.
- Maulik P. K. (2017). Workplace stress: A neglected aspect of mental health wellbeing. *The Indian journal of medical research*, 146(4), 441-444.
- Mead, E. A., & Sarkar, D. K. (2014). Fetal alcohol spectrum disorders and their transmission through genetic and epigenetic mechanisms. *Frontiers in genetics*, 5, 154.
- Medis,A., Yong,D. ,Khatibi, A. &Ferdous -Azam, S.M.(2016). Corporate Social Responsibility a Business Strategy or a Social Endeavour: Review of Literature for Sustainability Approach . *Journal of Economics and Sustainable Development*. 7(19) 93 .
- Meyer, J.P. & Allen, N.J. (1997). *Commitment in the workplace: Theory, Research, and Application (Advanced Topics in Organizational )*. Thousand Oaks: Sage Publications, Inc.
- Meyer. J.P. &Maltin,E.R.(2010). Employee commitment and well-being: A critical review, theoreticalframework and research agenda. *Journal of VocationalBehaviour*.77 , 323–337
- Milanov,M., Rubin,M.,&Paolini,S. (2013). Adult attachment styles as predictors of different types of ingroup identification. *Bulgarian Journal of Psychology*, 1-4,175-186.
- Moffitt T. E. (2018). Male antisocial behaviour in adolescence and beyond. *Nature Human Behaviour*, 2, 177-186.

- Molino, M.; Cortese, C.G.&Ghislieri, C.(2018). Daily Effect of Recovery on Exhaustion: A Cross-Level Interaction Effect of Workaholism. *International Journal of Environmental Research and Public Health*, 15, 1920.
- Mullins, L.J. (2010). *Management & Organisational Behaviour*. 9<sup>th</sup> ed. England, Pearson Financial Times, Prentice Hall.
- Mumby, D.K. & Putnam, L.L. (1992). The Politics of Emotion: A Feminist Reading of Bounded Rationality. *Academy of Management Review*. 17: 465–486.
- Nwigbo T. & Imoh-Ita, I.(2016). Youth Unemployment and Crime Rate in the Niger Delta: A Comparative Analysis of Its Intensity in Akwa Ibom, Bayelsa and Rivers State, *IOSR Journal of Humanities and Social Science*. 21( 2) VI, 7-11.
- Nweze, A.(2004). The Nigerian family in Health and Illness: Issues of National Development. *Inaugural Lecture Delivered at the University of Jos* on 25<sup>th</sup> November, University of Jos Lecture Series 17.
- Odero, J.A. and Makori, M.E.(2017). Employee Involvement And Employee Performance: The Case Of Part Time Lecturers in Public Universities in Kenya . *International Journal of Management and Commerce Innovations* .5(2),1169-1178.
- Olasupo, O., Oladeji, I.O. & Ijeoma, E.O.C. (2017). Nationalism and Nationalist Agitation in Africa: the Nigerian Trajectory. *Review of Black Political Economy*. 44(3-4): 261-283.
- Park, N. S., Lee, B. S., Sun, F., Vazsonyi, A. T., & Bolland, J. M. (2010). Pathways and Predictors of Antisocial Behaviours in African American Adolescents from Poor Neighbourhoods. *Children and Youth Services Review*, 32(3), 409-415.
- Parke R., Gauvain, M. & Schmuckler, M. (2010). *Child Development: A contemporary view point*. Ryerson , McGraw-Hill.
- Sofijanovska, V. & Zabijakin-Chatleska (2013). Employee Involvement and Organizational Performance: Evidence from the Manufacturing Sector in Republic of Macedonia. *Trakia Journal of Sciences*, 11(1), 31-36.
- Toseeb, U., Pickles, A., Durkin, K., Botting, N., & Conti-Ramsden, G. (2017). Prosociality from early adolescence to young adulthood: A longitudinal study of individuals with a history of language impairment. *Research in developmental disabilities*, 62, 148-159.
- Van IJzendoorn, M.H., Sagi-Schwartz, A.(2008). Cross-cultural patterns of attachment: Universal and contextual dimensions. In: J.Cassidy & P.R. Shaver(Eds), *Handbook of attachment: Theory, research, and clinical applications* (pp. 880–905). New York, Guilford Press.
- Vance, R.J. (2006). *Employee engagement and commitment: A guide to understanding, measuring and increasing engagement in your organization*. Alexandria, Society for Human Resource Management Foundation.
- Vaughn, B.E., Bost, K.K. & Van IJzendoorn, M.H.(2008). Attachment and Temperament. In: J.Cassidy & P.R. Shaver(Eds), *Handbook of attachment: Theory, research, and clinical applications* ( 192–216). New York, Guilford Press.
- Volkom, M.V. (2006). Sibling relationships in middle and older adulthood. *Marriage and Family Review*. 40(2-3):151-170 .

- Weber, M.( 1981) Bureaucracy. In O. Grusky and G. A. Miller (Eds.), *The Sociology of Organizations: Basic Studies* (pp.7-36).New York, Free Press.
- Weiss,B., Dodge, K.A., Bates J. E., & Pettit, G. S. (1992). Some consequences of early harsh discipline: Child aggression and a maladaptive social information processing style. *Child Development*.63,1321-1335 .
- Windsor, D. (2019). Defining Corporate Social Responsibility for Developing and Developed Countries: Comparing Proposed Approaches. In I. Management Association (Ed.), *Corporate Social Responsibility: Concepts, Methodologies, Tools, and Applications* (pp. 1-27). Hershey, PA: IGI Global.
- Woo, J. M., &Postolache, T. T. (2008). The impact of work environment on mood disorders and suicide: Evidence and implications. *International Journal on Disability And Human Development* : *IJDHD*, 7(2), 185-200.