

# Chapter One

## Introduction

### 1.1 Background to the Study

Globally, human capital continues to be a valuable resource that is crucial to the achievement of objectives, the survival, and the expansion of organizations. People's performance is a crucial criterion for organizational results and success and is a major determinant of whether an organization's objectives are met. Owners and managers of organizations and businesses are therefore on the lookout for workers who can do the job well since the performance of the workforce is what drives the efficient and effective use of other resources used to achieve organizational success and corporate objectives<sup>1</sup>.

Although every succeeding government, especially in developing countries, has implemented several policies to increase the job satisfaction of female secretaries, the discussion of job satisfaction and the importance placed on the concept by individuals, government, whether in developed or developing nations, as well as international agencies, have made it a critical concept that has remained constant. The availability of large work places rather than ones that are congested, adequate lighting, and comfortable workstations all contribute to favorable working circumstances. The work environment is thought to be one of the important variables determining the success of organizational performance. Job satisfaction is also influenced by the availability of productivity tools, such as updated information technology, that enable employees to complete jobs more quickly.

However, the individual's appraisal of his or her well-being, health, relationships with friends and lovers, and self-satisfaction with regard to job is referred to as life satisfaction, which is a cognitive component of subjective well-being. In addition to

being a psychological aspect of daily life that cannot be seen, quantified, or measured, satisfaction is a genuine emotion that involves satisfaction with one's past, future, and other important perspectives of one's existence. But it makes sense as it manifests in the human mind. However, one of the subsets of life satisfaction is job satisfaction.

Job satisfaction is also the level of contentment employees feel with their job. It has been defined as a pleasant or happy emotional state brought on by an evaluation of one's employment or professional experiences. Others have described it as just a person's level satisfaction derived in his/her job and in the course of carrying out his/her professional duties in the place of work; whether a person likes their job or not is understandable<sup>2</sup>. However, there are factors that influence job satisfaction among which are work-family life balance and Self-concept. More so, working environments play a significant part among the many aspects that contribute to job satisfaction. According to the research, factors that greatly influence job satisfaction at work include compensation, opportunities for advancement, job security, and the environment at work<sup>3</sup>.

However, Job satisfaction goes far beyond employee's daily duties, it includes satisfaction with team members/managers, satisfaction with organizational policies, and the impact of their job on employees' personal lives. Every employee in the world is impacted by job satisfaction, which has drawn considerable attention in the research literature. However, a great deal of definitions, hypotheses, and measures have resulted from this. Less emphasis has been placed on these conventional ideas of job satisfaction in European nations, where it has instead been seen as a result of job demand and workplace stress. These nations place a high value on comprehending the idea and the source where job satisfaction can be most understood and gauged in various circumstances.

The impact of psychosocial issues can be lessened by being aware of how job satisfaction affects employee productivity and health. Workplace behaviors like organizational belongingness and withdrawal behaviors like absenteeism and minimal turnover are indicators of levels of job satisfaction. It also has a connection to life pleasure. The relationship between life satisfaction and job satisfaction is reciprocal, so those who are happy in both areas are likely to be content with both aspects of their lives<sup>4</sup>.

In other words, everyone within the organization should feel the same level of happiness and fulfillment from their work, regardless of age or gender, not just a small number of people. Organizations must work to create a high performance, non-toxic culture where wellbeing comes before production. It is not possible for any firm to allow wellbeing take precedence over productivity, however it is better to balance between the two. More, over, regular feedback, both negative and positive, is necessary for employees to know they are on the correct track when doing their daily tasks inside a business. Additionally, they must be given the chance to discuss their ideas with managers, HR, and senior management to help shape the organization's future<sup>5</sup>.

Job satisfaction is a concept and a phenomenon that employer's of labour must take into serious consideration if the objectives of the organization would be achieved. The human is a factor that manages all other factors of production in an organization. This means that the effective deployment of all other factors of production is based on the effectiveness of the human who must be in his/her right senses emotionally, financially, cognitively and psychologically. However, several constructs have been used to delineate the factors that influence or determines how satisfied an employees are with and in their job. The researcher in this study will make use of the two-factor

theory of employee satisfaction which proposes that there are two distinct sets of factors that influence an individual's satisfaction and motivation in the workplace. These factors are commonly referred to as motivators otherwise known as intrinsic factors or satisfiers and hygiene factors otherwise known as extrinsic factors or dissatisfiers. In the context of office managers and their job satisfaction relationships with peers, company policies, physical workplace, working conditions, salaries, status, security, relationship with supervisors, and supervision are very important point to be considered.

Company policies, Office managers may be concerned with the clarity and fairness of company policies, such as leave policies, work hours, and performance evaluations. Inconsistent or unfavorable policies can lead to dissatisfaction, Supervision, The quality of supervision and the relationship between office managers and their superiors can affect job satisfaction. Supportive and competent supervision can contribute to a positive work environment, Interpersonal relationships, the relationships office managers have with their colleagues, subordinates, and superiors play a crucial role in their job satisfaction. Positive relationships, teamwork, and effective communication can enhance job satisfaction. working conditions, the physical environment, such as the office layout, equipment, and amenities, can impact job satisfaction. Office managers may value a comfortable and well-equipped workspace. salary and benefits, the compensation package, including salary, benefits, and rewards, is an essential factor. Adequate compensation can contribute to job satisfaction, while inadequate or unfair compensation can lead to dissatisfaction.

Company and administrative policies as a factor that affect job satisfaction, organization's policies can be a great source of frustration or motivation for employees, if the policies are unclear or unnecessary or if not, everyone is required to

follow them willingly or grudgingly. Supervision is a factor that is extremely difficult. It requires leadership skills and the ability to treat all employees fairly. Salary on the other hand is not found to be a motivator but every employee is expected to be paid fairly and as at when due. Interpersonal relationships, it is clear that satisfaction of being employed is the social contact it brings, therefore, employees should be given a reasonable amount of time for socialization (e.g., lunch break, meetings etc). Working condition will either make or mar job satisfaction. Work itself, perhaps most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful. Achievement on the other hand, according to Herzberg's is predicated on the idea that most people genuinely desire to do well, therefore, they should be place where they can function very well<sup>6</sup>.

More so, for recognition, individuals at all levels of the organization want to be recognized for their achievements on the job; Responsibility, employees will be more motivated to do their jobs well if they have ownership of their work. Advancement, reward, loyalty and performance with advancement<sup>7</sup>. More so, The hygiene factors includes the policy of the organization, the quality of the supervision by the company, the working environment and condition, the employees' relationship with the owner, salary paid and the employee's relationship with their peers. In short, the hygiene factors can be described as the factors that related to the environment that in which it's performed. While the motivating factors are success on the job, appreciation from the employer for the staff, employee accountability for job duties, opportunities for participation in organizational decision-making, challenges at work, opportunities for advancement for staff members, and opportunities for personal growth on the job and within the organization<sup>8</sup>.

Another hygiene factors is the working condition, workplace surroundings, including an employee's physical and psychological comfort, otherwise known as as working circumstances. Additionally, it consists of all the equipment and instruments used at work to make tasks easier and that fully safeguard a person at a workplace; company policy' is defined as the systems and functions used for accomplishing tasks as per organizational set standards; Two factor theory defines the relationship with supervisors as the relationship the employee has with his/her boss, supervisor, or manager; the theory defines 'relationship with peers' as the relationship with colleagues at work for both genders; the theory defined "money" as the compensation and benefits workers obtain for their labor. Giving employees justified rewards keeps them engaged, which in turn boosts their job satisfaction<sup>9 10</sup>.

The motivating factors include sense of achievement. Office managers may derive satisfaction from achieving challenging goals and experiencing a sense of accomplishment. Providing opportunities for growth, responsibility, and recognition can be motivating factors. So also is recognition. Acknowledgment and appreciation of office managers' efforts and achievements can significantly impact job satisfaction. Recognition can come from superiors, peers, or subordinates and can be both formal and informal. More so is sense of career advancement. Opportunities for career growth and advancement can motivate office managers. Clear career paths, promotions, and professional development opportunities can enhance job satisfaction. Further more, is the employee sense of responsibility. Giving office managers a sense of ownership and autonomy in their roles can be motivating. Having decision-making authority and being entrusted with important tasks can contribute to job satisfaction. The work itself. The nature of the tasks and the level of challenge and variety in the

office manager's job can affect job satisfaction. Meaningful and engaging work can contribute to overall job satisfaction.

The motivating factors are work security which is a phenomenon that encompasses all aspects of a job that safeguard employees' physical, mental, and personal wellbeing while retaining their employment over the long term. Workers who were guaranteed their job security for a longer period of time demonstrated higher job satisfaction; more so, two factor theory defined the concept of 'work itself' as the tasks, activities and responsibilities required to execute a job; the theorist defined "recognition" as the act of receiving from others public acknowledgement, possibly in the form of rewards or proof of a work well done<sup>11</sup>. This means that employee satisfaction was better when they received praise from their managers for their efforts. Two factor theory defined advancement as an employee's prospect to develop within an organization for continuous career advancements; stated that advancement include better opportunities to undergo professional training, learning new skills and gaining new knowledge; Two factor theory defined 'achievement' as success in achieving goals and objectives, which can be individualistic or in groups. defines growth as an employee's preference for progress, and the initiatives he makes for substantial personal growth<sup>12</sup>.

It's crucial to keep in mind that although hygiene aspects largely prevent unhappiness, motivators are the ones that lead to job satisfaction. As a result, improving hygiene alone might not always result in greater job satisfaction. To provide office managers with a fulfilling work environment, both criteria must be taken into account.

However, the theory only highlighted the job related factors of which literatures has revealed that there are other factors that are outside or off-work factors that have the possibility of affecting job satisfaction. The employee family and ability to cope and

balance between his/her work and personal life is crucial, therefore it is expedient to understudy family life of office manager in relation to their job. It is assumed that a balance between work and family will trigger satisfaction with and in the job.

The phrase "work-family balance" encompasses three ideas: "work," "family," and "balancing." When discussing work-family balance, "work" is defined as "paid work" or, more accurately, "a committed human activity aimed at meeting human needs and desires." It is more challenging to define a family nowadays since there are so many diverse ways people live that we can no longer speak about just one type of family. As a result, there have recently been an increasing number of queries about what constitutes a family, what it is not, who the members are, and whether there is only one definition of family or if there are others<sup>13</sup>.

Work family balance is a sub-set of work life balance that includes an individual's involvement in different life roles, an inter role phenomenon, in this case between the family and the job. Generally, work-family balance can be described as satisfactory inclusion or "adjustment" among multiple roles in an individual. However, problems related to work-family balance affect everyone, regardless of gender, age, job, education, and the like<sup>14</sup>. Work family balance, defined as 'the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities. However, it is imperative to note further that the inter-relation between work and family has been interchangeably discussed in a few different keywords such as work-family conflict, work-family facilitation, work-family enrichment, and work-family interference, among others<sup>15</sup>.

More so, there are a total of six conceptualizations of work-life balance as a result of a thorough analysis of the definitions in the literature: a link between conflict and facilitation and perceived control across multiple roles; parity across multiple roles;

satisfaction between multiple roles; the fulfillment of role salience between multiple roles. Thus, it can be inferred from the aforementioned conceptualizations of definitions of work-life balance that conflict arises when demands from the work and non-work spheres are incompatible with one another. Due of this, an imbalance between work and non-work activities is frequently referred to as work-family conflict or work-non-work conflict<sup>16</sup>. The opposite of balance is conflict.

The term balance has also many meanings and there is a lack of consensus on how work-family life balance should be defined, measured and researched<sup>17</sup>. Consequently, the researcher with the backing from literature would make use of Work Interference with Personal Life (WIPL), Personal Life Interference Work (PLIW), Work Place Support (WPS), Satisfaction with Work Life Balance (SWLB), and Improved Effectiveness at Work Life Balance (IEWLB) to measure work family life balance.

Work Interference with Personal Life (WIPL) shows that a person's Work Life Balance can be said to be low if there is a job interference with personal life, or to what extent individual work can interfere with one's personal life; Personal Life Interference Work (PLIW). A person's Work Life Balance can be said to be low if there is personal life interference to work, which can cause ineffectiveness of his performance as a worker, that related to stress (stress related), marital status (marital related), time (time related), family problems (family intrusion related), and dependence (dependent-related); Work Place Support (WPS) the indicators referred to in this dimension are Support of the work environment (work environment support), Support of the organization (organizational support), Support of managers or leaders, and Support of co-worker; Satisfaction with Work Life Balance (SWLB) This dimension explains how the dimensions above affect the satisfaction of workers at work. Many studies have proven that Work Life Balance is significantly related to job

satisfaction<sup>18</sup>. Workers who have a high Work Life Balance also have high job satisfaction. Improved Effectiveness at Work Life Balance (IEWLB), this dimension explains how the dimension of satisfaction in SWLB influences efforts to improve performance or productivity<sup>19</sup>. Moreover, it takes more than work family balance to achieve job satisfaction. The employee personality largely depicted by his/her perception of self is very important.

Self-concept refers to people's beliefs or judgement of their capabilities to organize and execute courses of action required to attain designated types of performances. Self-concept refers to the overall idea of who a person thinks he or she is<sup>20</sup>. Self-concept gradually emerges in the early months of life and shaped, and reshaped through reported perceived life experiences, this means that no one is born with a self-concept. The facts that show self-concept is learned with some important implications includes the fact that self-concept is a social product developed through experiences and interrelationships, it is not instinctive, it possesses relatively boundless potential for development and actualization; furthermore, an individual may perceive him/herself different from others because of previous and present experiences and perceptions given by others, more so individual may perceive different aspects of him/herself at different times with varying degrees of clarity<sup>21</sup>.

Modern psychology sees the term "self-concept" or "the concept of self" as how individual perceives themselves in broad studies, it is the ease with which one perceives oneself, both positively and negatively. For this study, the researcher seek to measure self concept with self image, self worth/self esteem, ideal self and self efficacy.

Self-efficacy is characterized as a person's assurance in his capacity to plan the actions necessary to achieve particular sorts of performance. It refers to assessments

of individuals' propensity to devise and carry out plans of action in order to achieve particular outcomes. One's perception of their own competence based on their judgment of their capacity to carry out specific tasks and accomplish particular objectives. Self-efficacy refers to one's belief in her/his ability to succeed in specific situations or accomplish a task<sup>22</sup>. Self-image includes the influence of one's body image on inner personality. At a simple level, we might perceive ourselves as a good or bad person, beautiful or ugly. Self-image has an effect on how a person thinks, feels and behaves in the world or in a particular setting, in this case in the place of work. Self-esteem is confidence in one's own worth or abilities. It is a stable sense of self-worth<sup>23</sup>.

Self-image refers to how an individual sees themselves physically, emotionally, and socially. It involves the beliefs, perceptions, and evaluations a person holds about their own appearance, personality traits, and abilities. Self-image can be influenced by factors such as cultural standards, social comparisons, and personal experiences.

Self-worth or self-esteem refers to the subjective evaluation of one's own worth and value as a person. It involves the overall sense of self-acceptance, self-respect, and self-confidence. Self-esteem is influenced by a range of factors, including personal achievements, social interactions, feedback from others, and internal self-evaluations. High self-esteem generally leads to a more positive self-concept, while low self-esteem can negatively impact one's self-perception. The ideal self represents the vision or image of the person an individual aspires to become. It is the representation of the characteristics, qualities, achievements, and values that a person desires for themselves. The ideal self can be influenced by societal expectations, cultural norms, personal goals, and individual aspirations. Discrepancies between the actual self (how one sees oneself) and the ideal self can lead to feelings of dissatisfaction or motivation

to strive for self-improvement<sup>24</sup>. Self-efficacy refers to an individual's belief in their own ability to successfully accomplish specific tasks or goals. It reflects the confidence in one's skills, capabilities, and effectiveness to perform well in various situations. Self-efficacy is closely linked to the concept of self-concept because it affects how a person views their competence in different areas of life. High self-efficacy is associated with a stronger sense of self-concept, motivation, and resilience, while low self-efficacy can undermine one's self-perception and hinder achievement<sup>25</sup>. These measures of self-concept interact and influence each other, shaping a secretary of office manager's overall self-perception and behavior. They play a crucial role in psychological well-being, personal development, and the formation of identity. This means that office managers with negative self concept will suffer from delusion of self thus incapacitating such ability to handle life situation and deriving satisfaction with job.

Moreso, based on the model of self concept, it was asserted that personal self-concept is made up of the following four elements namely, affective-emotional self-concept (how a person views themselves in relation to emotional regulation or adjustment); ethical/moral self-concept (the degree to which a person believes they are honorable and decent); self-concept of autonomy (the perception of the degree to which each person makes decisions about their lives in accordance with their own criteria); and self-concept of self-fulfilment. However, over other labels, the phrase "personal self-concept" is preferred (such as emotional self-concept or moral self-concept, and so on<sup>26</sup>).

However, for this study the concept of self is measured by the four constructs of Personal self-concept which are Self fulfilment, Autonomy, Emotional adjustment and Honesty. The concept of "self" is a multi-faceted and complex one, and it can be

understood from various perspectives. When examining the concept of self, particularly from the viewpoints of self-fulfillment, self-autonomy, emotional self, and self-honesty, we gain insights into the fundamental aspects of human identity and well-being<sup>27</sup>. Self-fulfillment (SF) is how each person sees themselves in relation to achieving the objectives they have set themselves in their life, feeling fulfilled, meeting their targets, rising to challenges and their general achievements. Honesty (HON) consists of how each person sees themselves in the sense of being honest, upright and trustworthy in their behavior. It includes aspects such as being a valuable, honorable and consistent person who tries not to harm others; a man or woman of their word. Autonomy (AU) deals with how each person sees themselves as an individual equal to, but different from others. This includes aspects such as: the perception of oneself as someone who is independent and different from others; the feeling of not being dominated by others; being able to function without depending on others. Emotional Self-concept (ESC) is how each person sees themselves in the emotional dimension, in relation to the more impulsive and reactive aspects of their personality. This includes the perception of the following components: emotional balance, sensitivity, recognition and control of one's emotions<sup>28</sup>.

Moreso, Self-Fulfillment refers to the realization of one's potential, aspirations, and desires. It is the process of becoming the best version of oneself. From this perspective, the self is seen as an evolving entity with the inherent capacity to set and achieve personal goals and ambitions. Achieving self-fulfillment often involves pursuing one's passions and purpose, which can lead to a deep sense of satisfaction and contentment. Self-autonomy is the concept of having control and independence over one's choices, actions, and decisions. In this context, the self is viewed as a self-governing entity that possesses the freedom to make choices based on personal values

and beliefs. Autonomy allows individuals to align their actions with their inner convictions and desires, leading to a more authentic and fulfilling life<sup>29</sup>.

The emotional self encompasses one's emotional intelligence, awareness, and regulation of emotions. From this perspective, the self is a complex amalgamation of feelings, moods, and emotional responses that influence our thoughts and actions. Understanding and managing one's emotional self is vital for emotional well-being, interpersonal relationships, and effective decision-making. Self-honesty is the practice of being truthful and transparent with oneself, acknowledging one's strengths and weaknesses, and recognizing areas for personal growth. In this view, the self is seen as a dynamic entity that thrives on self-reflection and introspection<sup>30</sup>. Self-honesty fosters self-awareness, leading to a deeper understanding of one's values, beliefs, and motivations, which can guide life choices and actions in a more authentic and ethical manner. Other than work – family balance, self-perception there are other salient but serious factors that can influence or even moderate the influence of some other factors in the achievement of job satisfaction, one of such factors is demographic factor

Demographic factors can indeed play a role as mediating variables between work-life balance, the concept of self, and job satisfaction among secretaries. Having a clear understanding of how demographic factors interact with these variables can provide valuable insights into the experiences and well-being of individuals in this profession. For example, Age can influence work-life balance, self-concept, and job satisfaction. Some scholars found that work-life balance and job satisfaction were influenced by age, with older workers reporting higher job satisfaction and better work-life balance<sup>31</sup>. Another study found that age influenced work-life balance perceptions, with younger employees experiencing more work-life conflict<sup>32</sup>. This means that younger secretaries may prioritize career advancement and personal growth, leading

to a potential imbalance between work and personal life. Older secretaries may prioritize stability and work-life integration, seeking greater harmony between their professional and personal responsibilities. These different priorities can impact how they perceive themselves and their level of job satisfaction.

Gender is a crucial demographic factor that can significantly influence work-life balance, self-concept, and job satisfaction among secretaries. Traditionally, women have been overrepresented in the field of secretarial work. Gender roles and societal expectations can create additional challenges for women in terms of achieving work-life balance. This can affect their self-concept and job satisfaction, particularly if they experience conflicting roles and responsibilities. For instance, some researchers asserted that gender influenced work-life balance and job satisfaction, with women reporting more work-life conflict and lower job satisfaction compared to men<sup>33</sup>. More so, another study highlighted that gender have impact on self-concept, emphasizing the importance of gender role expectations in shaping individuals' self-perceptions<sup>34</sup>.

Marital and parental status can impact work-life balance and subsequently influence self-concept and job satisfaction. It was reported that individuals' marital and parental status influenced work-life balance perceptions, with married employees and those with children experiencing more work-life conflict<sup>35</sup>. This means the officer managers with maternal responsibility have the tendencies of experiencing work-life imbalance thus affecting are satisfaction with job. A scholar who examined the role of marital status found that married individuals reported lower levels of job satisfaction compared to single individuals<sup>36</sup>. Secretaries who are married or have children may face additional demands on their time and energy, potentially affecting their ability to maintain a healthy work-life balance. Balancing work and family responsibilities can influence how they perceive themselves and their overall job satisfaction.

Educational level can be a mediating factor between work-life balance, self-concept, and job satisfaction among secretaries. Higher levels of education may provide secretaries with more opportunities for career advancement, leading to a greater sense of self-fulfillment and satisfaction. Additionally, higher education can equip individuals with the skills needed to manage their work and personal lives more effectively. It has been observed that higher levels of education were associated with better work-life balance and higher job satisfaction among employees<sup>37</sup>. More so, another researcher who explored the impact of educational level on self-concept and job satisfaction, found that higher education was positively related to self-perceptions and job satisfaction<sup>38</sup>. This means that secretaries with higher level of education are equipped with mental, psychological skills to cope with work and life and attain job satisfaction.

Socioeconomic status can influence work-life balance, self-concept, and job satisfaction among secretaries. Researchers has demonstrated that socioeconomic status influenced work-life balance and job satisfaction, with individuals from higher socioeconomic backgrounds reporting better work-life balance and higher job satisfaction<sup>39</sup>. For instance, some scholar investigated the relationship between socioeconomic status and self-esteem, highlighting that higher socioeconomic status was associated with higher levels of self-esteem<sup>40</sup>. This means that secretaries with higher socioeconomic status may have more resources and support systems that enable them to achieve a better work-life balance. This can positively impact their self-concept and job satisfaction. Conversely, those with lower socioeconomic status may face greater challenges in achieving work-life balance, potentially leading to lower job satisfaction and a less positive self-concept.

It is important to note that while demographic factors can play a mediating role, individual differences, personal values, and organizational factors also contribute significantly to work-life balance, self-concept, and job satisfaction.

With the afore, it is clear that Work-family balance, self-concept, demographic factors, and job satisfaction are interconnected concepts that have garnered significant attention in the field of organizational psychology and human resource management. Understanding the dynamics and relationships between these variables is crucial for improving the well-being and job satisfaction of secretaries, who play an essential role in supporting organizational operations. Work-family balance refers to the ability to effectively manage and balance responsibilities and commitments in both work and family domains. It involves achieving harmony between work-related demands and personal or family-related obligations. Secretaries often face challenges in achieving work-family balance due to the demanding nature of their roles, including long working hours, tight deadlines, and the need to juggle multiple tasks.

Self-concept encompasses an individual's beliefs, perceptions, and evaluations of themselves. It represents the self-image, self-esteem, and self-identity that individuals develop through their experiences, interactions, and societal influences. For secretaries, self-concept may be shaped by various factors, including job role, career aspirations, professional skills, and perceived competence in managing work-life responsibilities.

Demographic factors such as age, gender, marital and parental status, educational level, and socioeconomic status play a significant role in influencing work-family balance, self-concept, and job satisfaction among secretaries. These factors can shape individuals' experiences, responsibilities, expectations, and available resources,

thereby impacting their ability to achieve work-family balance and influencing their self-perception and job satisfaction.

Job satisfaction refers to an individual's subjective evaluation of their job and the level of fulfillment and contentment they derive from their work. Secretaries' job satisfaction is influenced by various factors, including the nature of their job tasks, work environment, relationships with colleagues and supervisors, opportunities for growth and development, work-life balance, and alignment between personal values and organizational culture.

Understanding the intricate connections between work-family balance, self-concept, demographic factors, and job satisfaction is crucial for organizations and policymakers. It enables the development of supportive policies, flexible work arrangements, and organizational cultures that promote employee well-being, work-life integration, and job satisfaction for secretaries. By recognizing the importance of these factors, organizations can create a conducive work environment that enhances the overall productivity, engagement, and job satisfaction of secretarial professionals. However, there are limited studies on secretary job satisfaction and the impact work family balance and self concept has on their job satisfaction, particularly in Nigeria as a developing Nation. It is against these perceptions that the research work tends to investigate work-family balance, self-concept and job satisfaction of Office Managers in private universities in Ibadan.

## **1.2. Statement of the Problem**

In terms of a person's general wellbeing and productivity at work, job happiness is essential. Office managers are essential to the success of an organization since they are in charge of supervising numerous administrative duties and ensuring that

everything runs well in the office. Office managers' degree of job satisfaction, however, has been a source of discussion because it has a direct bearing on their productivity, engagement, and retention within a business. To foster a healthy work environment and encourage office managers' professional development, it is essential to understand the elements affecting their job satisfaction.

Going by literatures, the followings it was found that Job satisfaction is crucial for office managers to feel like they are part of the organization. More so, satisfied secretaries are more committed and loyal, and they are more likely to work harder to make useful contributions to the organization. However, the inability of employers to understand the relationship between job satisfaction and secretaries' performance is a problem. Moreover, poor job performance among secretaries is often caused by their inadequate problem-solving skills<sup>41</sup>. There are problems that prevent office managers from feeling satisfied with their jobs. The problem of how job satisfaction may be improved to increase performance needs to be addressed as well as how the introduction of an effective job design in the job of a secretary can show improvement in the office information manager's job performance<sup>42</sup>.

This study however, identified two factors of focus that is perceived to influence office information manager's job satisfaction which are work-family life balance and self-concept. First, work-life balance has been difficult to maintain in the employees' life as new technology and customer demands nowadays change the employees' working patterns which need to spend more time on working to provide services

More so, recently, as pressure at work has been intensifying for both men and women and many other factors connected with work have giving rise to strain and stress among workers, the study sets out to investigate the influence of work-family balance,

self-concept, and demographic factors on the job satisfaction of office managers in Private Universities, Ibadan, Oyo State, Nigeria.

### **1.3. Aim and Objectives of the Study**

#### **Aim of the study**

The aim of the study is to investigate the influence of Work-Family Balance, Self-Concept, and Demographic Factors on Job Satisfaction of Office managers in Private Universities in Ibadan, Oyo State, Nigeria.

The objective of the study are to:

- i. identify the level of job satisfaction of office information managers in private Universities in Ibadan, Oyo State.
- ii. Identify the most prevalent dimension of work-family balance of office information managers in private Universities in Ibadan, Oyo State.
- iii. Identify the level of self-concept of office information managers in private Universities in Ibadan, Oyo State.
- iv. examine the influence of work-family balance on job satisfaction of office information managers in private universities in Oyo State.
- v. examine the influence of self-concept on job satisfaction of office information managers in private universities in Oyo State.
- vi. Establish the moderating impact of demographic factors on work-family balance on job satisfaction of office information managers in private universities in Oyo State.
- vii. examine the combined influence of work-family balance and self-concept on job satisfaction of office information managers in private universities in Oyo State.

#### **1.4. Research Questions**

The study provides empirical answers to the following questions

1. what is the level of job satisfaction of office information managers in private universities in Oyo State?
2. What are the most prevalent dimensions of work-family balance of office information managers in private universities in Oyo State?
3. What is the level of self-concept of office information managers in private universities in Oyo State?

#### **1.5. Research Hypotheses**

The following null hypotheses were tested at a 0.05 level of significance:

**H<sub>01</sub>**. There will be no significant influence of work-family balance on job satisfaction of office managers in private universities in Oyo State.

**H<sub>02</sub>**: There will be no significant influence of self -concept on job satisfaction of office managers in private universities, Oyo State.

**H<sub>03</sub>**: There will be no combined influence of work-family balance and self concept on Job satisfaction of office information managers in Private Universities in Oyo State.

**H<sub>04</sub>**: There will be no combined influence of work-family balance, self-concept and demographic factors on job satisfaction of office information managers in private universities in Oyo State.

**H<sub>05</sub>**: There will be no significant impact of combined effect of demographic factors and work-family balance on the Job satisfaction of office information managers in private universities, Oyo State.

## **1.6. Significance of the study**

The study titled "Work-family balance, Self-Concept, Demographic factors and Job Satisfaction of Office Managers in Private Universities" holds significance for various stakeholders like Organization Management, Human Resource Department, Secretaries, University management, researcher and students.

To the Organization Management, the study provides valuable insights to organization management regarding the work-family balance and job satisfaction of office managers in private universities. The findings can help management understand the factors that influence office managers' job satisfaction, identify potential areas of improvement in work-family balance policies, and make informed decisions to enhance employee well-being and productivity. By addressing these factors, organizations can create a supportive work environment, attract and retain talented office managers, and promote overall organizational effectiveness.

To the Human Resource Department, the study has direct implications for the Human Resource (HR) department. It offers insights into the factors that influence job satisfaction and self-concept of office managers in private universities. HR departments can use this information to design and implement effective work-family balance programs, policies, and support systems tailored to the specific needs of office managers. The findings can also help HR professionals understand the demographic factors that play a role in job satisfaction and self-concept, which can guide recruitment, training, and career development strategies.

To secretaries and office manager, the study holds relevance for secretaries as it focuses on office managers in private universities. Secretaries can gain a better understanding of the factors that contribute to their own job satisfaction, work-family

balance, and self-concept by drawing parallels with the office managers in the study. The findings can help secretaries assess their own work-life balance, identify areas of improvement, and potentially advocate for changes in policies or practices that may enhance their job satisfaction and well-being.

For the University of higher learning, conducting this study within a university setting allows the researcher's institution to benefit from the findings. The university can gain insights into the job satisfaction, work-family balance, and self-concept of office managers, which can inform the development of policies and programs aimed at improving the well-being and satisfaction of their own office managers. The study also contributes to the existing body of knowledge in the field of work-family balance and job satisfaction, adding to the reputation and scholarly contributions of the university.

For further Studies, the study opens avenues for further research on work-family balance, job satisfaction, self-concept, and demographic factors in the context of office managers in private universities. Researchers can explore related areas such as the impact of specific work-family balance interventions, the role of organizational culture, or the influence of additional demographic factors. Building on this study's findings can contribute to a deeper understanding of the factors influencing office managers' well-being and job satisfaction and inform the development of evidence-based interventions and policies.

Overall, the study has implications for various stakeholders, offering insights that can inform decision-making, policy development, and individual self-reflection within organizations and academia

### **1.7. Scope of the study**

The focus of the study is on the influence of Work-family balance, Self-Concept and Job Satisfaction of Office Managers otherwise known as secretaries in Private Universities in Ibadan, Oyo State, Nigeria mediated by demographic factors. The dependent variables is the Job satisfaction of the Office managers and it would be measured by Herzberg's two-factor theory constructs which are achievement in the place of work, recognition enjoyed in the place of work, perception about their level of responsibility, perception about the work itself, level of satisfaction with their salary, perception about the supervisor or level autonomous enjoyed, as well as organization policies. The independent variables are Work family balance which would be measured by work place support, work interference with personal life, personal life interference with work, satisfaction with work life balance and improved effectiveness at work. The second independent variable is self-concept measured by self fulfilment, self autonomy, emotional adjustment and honesty. The moderating variable is demographic factor which would be measured by work experience, gender, working hours, marital status and academic qualification. The study would be carried out in all private universities in Ibadan, Oyo State, which as at the time of this study were six namely, Lead city University, Ajayi Crowther, Koladaisi University, Dominion University, Atiba University and Precious corner stone University. The respondents will be all the secretaries/office managers in all the key offices of the universities like the registrar's office, the dean offices, the vice chancellor's offices, and HR offices.

### **1.8. Limitation of the study**

Every research come its own sets of limitations. The major limitation encountered is during the administration of the research instrument which falls within the period

when most schools were on vacation and some of the staff were not on ground. The limitation was however overcome by going extra miles of having to go back to the universities over and over again.

### **1.9. Operational Definition of terms.**

**Office Information Managers:** Secretaries that deals that manages information in offices of private universities, Ibadan, Oyo State.

**Job satisfaction** in this study refers to female secretaries in private universities feelings of satisfaction about their job in regards to the achievement, recognition, responsibility, salary, organization policies and the work itself.

*Organizational Policies:* is the level of satisfaction derived by office information managers in private universities, Ibadan, Oyo State with the set of rules, and regulation as well as employee code of conducts

*Supervision:* Is the level of support enjoyed by office information managers in private universities, Ibadan, Oyo State from his/her supervisor or superior at work which makes him/her to enjoy the working environment.

*Salary:* Is the satisfaction derived by office information managers in private universities, Ibadan, Oyo State with the fair compensation and appropriate benefits which prevent him/her from being dissatisfied with his/her job

*Interpersonal relationships:* Is the degree at which office information managers in private universities, Ibadan, Oyo State enjoys his/her work due to satisfaction derived from relationship with colleagues at work.

*Working conditions:* Is the degree of Safety, comfortability, and well-equipped working conditions that inspire satisfaction with work by office information managers in private universities, Ibadan, Oyo State

*Work-itself:* It is the level of satisfaction derived by office information managers in private universities, Ibadan, Oyo State with regards to the meaningfulness and challenging tasks that allow them to utilize their skills and creativity.

*Achievement:* Is the level of motivation derived by office information managers in private universities, Ibadan, Oyo State with regards to opportunities they have to accomplish meaningful tasks, set and achieve goals, and experience a sense of achievement in their work.

*Recognition:* Is the feeling of appreciation and compensation gotten for work well done that triggers satisfaction in office information managers in private universities, Ibadan, Oyo State

*Responsibility:* Is the satisfaction derived by office information managers in private universities, Ibadan, Oyo State as result of the autonomy and the degree they are allowed to put their knowledge and skills to work.

*Advancement:* Is the satisfaction that office information managers in private universities, Ibadan, Oyo State derived from opportunities for personal and professional development, such as training, career advancement, and skill-building.

**Work family balance:** is the perception of female secretaries in Ibadan, Oyo state that work and family life activities are compatible and promote growth in accordance with an individual's current life priorities.

*Work Interference with Personal Life (WIPL):* is the extent at which female secretaries in private universities in Ibadan, Oyo state perceived that their work can interfere with their family life and personal life.

*Personal Life Interference with Work (PLIW):* Is the extent at which female secretaries in private universities in Ibadan, Oyo state perceived their personal life or family life interferes with their work life

*Work Place Support (WPS):* is the extent at which female secretaries in private universities in Ibadan Oyo state, perceived to be enjoying the support of the work environment, support of organization they work for, managerial support and support from co-workers.

*Satisfaction with Work Life Balance (SWLB):* is the extent at which female secretaries in private universities, Ibadan Oyo state perceived that the trio of WIPL, PLIW, WPS affect their satisfaction with their work.

*Improved Effectiveness at Work Life Balance (IEWLB):* this is the perception of female secretaries in private universities on how SWLB influences efforts to improve their performance or productivity in the discharge of their duties.

**Self concept:** in this study is the collection of beliefs possessed by office information managers in private universities in Ibadan, Oyo State about themselves and their abilities.

*Self fulfilment:* Self-fulfillment is the degree at which office information managers in private universities in Ibadan, Oyo State realizes their potential, desires, and goals. It relates to the sense of achievement and personal growth.

*Self Autonomy:* Self-autonomy refers to the degree of independence, control, and self-direction office information managers in private universities in Ibadan, Oyo State has in their life. It relates to the feeling of being able to make one's own choices and decisions.

*Emotional Adjustment:* Emotional adjustment refers to office information managers in private universities in Ibadan, Oyo State's ability to manage and regulate their emotions effectively.

*Honesty:* Honesty in the context of self-concept refers to how accurately office information managers in private universities in Ibadan, Oyo State perceive themselves and how truthful they are about their strengths, weaknesses, values, and beliefs. An honest self-perception is essential for a healthy self-concept

**Demographic Factors:** they are individual features that can influences the way secretaries in Ibadan deals with work-family life balance and job satisfaction

*Gender:* the sex type of secretaries in private universities in Ibadan, Oyo State, Nigeria. The gender in this study is either male or female

*Work Experience:* is the year secretaries in private universities in Ibadan has spent in service

*Age range:* is the age of secretaries in private universities in Ibadan in years

*Socio-Economic Status:* Is the financial strength of the office managers in private universities in Oyo State.

*Education Level:* Is the academic qualification of secretaries in private universities in Ibadan, Oyo State.

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## **Chapter Two**

### **Literature Review**

This chapter attempt an indept review of literature on the topic under study. It is an inevitable part of the study where the researcher objectively and critically assesses trends, showing areas of strengths and weaknesses of previous studies, and identifying different assertions, views, opinions, arguments, omission or bias, tendencies as well as thoughts on the research topic. Literatures will therefore be reviewed under the following subheadings.

#### **2.1 Conceptual Review**

- 2.1.1. Concept of Job Satisfaction
- 2.1.2. Concept of Work-family balance
- 2.1.3. Self – Concept
- 2.1.4. Demographic Factors
- 2.1.5. The Concept of Information managers

#### **2.2. Theoretical Models**

- 2.2.1. Frederick Herzberg theory
- 2.2.2. Work Life Balance Dimensions Model
- 2.2.3. Carl Rogers Theory of Self
- 2.2.4. Personal Self Concept Model
- 2.2.5. Work-family border Theory

### **2.3. Empirical Review**

- 2.3.1. Work family balance and Job satisfaction
- 2.3.2. Concept of self and Job satisfaction
- 2.3.3. Demographic Factors and Job Satisfaction
- 2.3.4. Work family balance, concept of self and Job satisfaction

### **2.4. Conceptual Model**

### **2.5. Summary of Literature Review**

#### **2.1 Conceptual Review**

##### **2.1.1. Concept of Job Satisfaction**

It has been challenging to come up with a definition of the notion that is universally agreed upon due to the ambiguity around the meaning of the word "job satisfaction work satisfaction and or employee satisfaction," which has led to multiple meanings from various schools of thought. There are various ways to indicate satisfaction in the place of work. Although the term "job satisfaction" has historically been associated with "professional fulfilment," this belief persists to this day. The opposite which is Job dissatisfaction was defined as a person's failure to manage their lives and meet their basic demands. The idea dates back to the 19th century, when having a means of support and feeling satisfied was the norm<sup>1</sup>. The degree to which a worker feels driven, content, and satisfied at work is referred to as job satisfaction. Employees experience job satisfaction when they believe their careers are growing, their jobs are

stable, and they have a healthy work-life balance. This suggests that the employee is happy with their job because their work matches their expectations.

The concept of job satisfaction is a complex concept to define because it meaning differs and varies in time and space, in other words between countries and geographical regions<sup>2</sup>. Many scholars sees job satisfaction as an affective or emotional reaction of an individual to their work; some authors too sees job satisfaction as attitudinal concept which is depicted by either positive or negative attitude of an individual towards their job, positive attitude will result in positive level of satisfaction and vice versa. Some author sees job satisfaction as an expectation of an individual in their job or during the course of discharging their duties, if their expectation is met, it will create a sort of satisfaction and if not, it will result in job dissatisfaction<sup>3</sup>. More so, some sees job satisfaction is a belief system which has been formed for a long time, it is the value system of some individual which makes them to be satisfied with everything. Finally, some authors see job satisfaction as a multi-dimensional concept. which encompasses some facets of satisfaction related to factors like pay, supervision, organization policies, benefits, professional opportunities and so on. More, so job satisfaction to some is as a dependent concept influenced by individual personality, organization factors and the job itself. From the foregoing, it is obvious that job satisfaction as difficult concept is difficult to measure objective<sup>4</sup>.

However, for definition sake, Job satisfaction is characterized broadly as people's attitudes toward their work. It is the people's positive or negative appraisal or judgments about their jobs as to whether it is satisfactory or not<sup>5</sup>. furthermore, job satisfaction is a concept that precisely explains the satisfaction that people may or may not have within a very specific domain- their job. Defined job satisfaction as a

pleasuring emotional condition resulted from the evaluation on the job done by someone and their achievements. The degree of job satisfaction comes from related factors, i.e., personal factors (age, education, and working experiences), job factor (type of work, required skills, responsibility and job status), and also factors that are affected by the management such as salary, working environment, benefits, security and promotion opportunities<sup>6</sup>. More so, from the job-characteristics model, the characteristics of an ideal job which are autonomy, feedback, skill variety, task identification and task significance all together result in a balance psychological state that fosters job satisfaction of employees<sup>7</sup>. Earlier findings have also proved that opportunity to be creative enhance individual fulfilment of self-actualization which further result in job satisfaction<sup>8</sup>.

Different authors, from different angles has come up with factors that influences both positively and negatively, employees job satisfaction. For instance, that long hours and long commuting hours seriously affected the work life balance of working fathers in metro cities. This means that work overload would pose a threat to the health and wellbeing of the employee. When over stretched, there will be lack of coordination which will result in errors in performance and frustration in the family relationships<sup>9</sup>. Contrarily, this finding was negated by another finding where it was reported that long working arrangement makes academicians feel satisfied in self-esteem <sup>10</sup>. This means that the nature of the job sometimes could also be a factor that should be studied.

All together, important aspects of job satisfaction, includes but may not be limited to the following as circumstances differs thus each and every organization must carry out organizational specific studies on what turn on and off their employees, but generally, the following need to be given due consideration if objectives and aims of

the organization would be achieved- appreciation, communication, co-workers, fringe benefits, working conditions, nature of the work, organization, personal growth, policies and procedures, opportunity for advancement, recognition, security, and supervision. According to studies, factors that contribute to job satisfaction include professional relationships with co-workers, the work environment, relationships with supervisors and other faculty members, as well as the independence and freedom of one's work<sup>11</sup>. Mores so, studies shows that a healthy working environment in which individuals feel well and respected, as employee as well as person with a private life, contribute to greater job and life satisfaction<sup>12</sup>.

Going by the dependent variable of this study, the measures of Job satisfaction are Achievement, Recognition, responsibility, work itself, supervisor, and wages/salary. In a study on Understanding the impact of reward and recognition, work life balance, on employee retention with job satisfaction as mediating variable on millennials in Indonesia, the result of the study shows that reward and recognition, work life balance and job satisfaction have significant positive effect on the employee retention of workers. More so, Previous studies which was conducted globally showed positive relationship between employee retention and reward recognition and work-life balance. This means that to retain an employee, the reward system adopted by the organization as well as the job recognition which always come in terms of appreciation and accolades are great drivers of retention<sup>13</sup>.

In another Study on effect of employee retention on organisational competence, the study focused on how supervisor's support, reward and recognition and work-life policies affect employee retention. It was found that the three of supervisor's support, reward system, recognition and work life balance policies had significant influence on employee retention<sup>14</sup>.

According to the Herzbergs theory from which the constructs from the dependents variables were derived. Several studies have been carried out on each of the constructs which are regarded as the hygiene and the motivating factors that enhances employee's job satisfaction. In short, according to Herzberg's Two Factor Theory, maintaining a high degree of job satisfaction and preventing the intention and feelings of job unhappiness are both dependent on the employees' compliance with the hygiene criteria. The drives and stimulants that inspire and arouse employees to be more productive, retain their good behavior in the workplace, and further elevate job satisfaction can be characterized as the motivation elements in the theory<sup>15</sup>. The hygiene factors includes the policy of the organization, the quality of the supervision by the company, the working environment and condition, the employees' relationship with the owner, salary paid and the employee's relationship with their peers. In short, the hygiene factors can be described as the factors to the environment that in which it's performed. While the motivating factors are success on the job, appreciation from the employer for the staff, employee accountability for job duties, opportunities for participation in organizational decision-making, challenges at work, opportunities for advancement for staff members, and opportunities for personal growth on the job and within the organization<sup>16</sup>.

To start with the hygiene factors, Working condition, Workplace surroundings, including an employee's physical and psychological comfort, are referred to as working circumstances. Additionally, it consists of all the equipment and instruments used at work to make tasks easier and that fully safeguard a person at a workplace; company policy' is defined as the systems and functions used for accomplishing tasks as per organizational set standards; Herzberg defines the relationship with supervisors as the relationship the employee has with his/her boss, supervisor, or manager;

Herzberg defines 'relationship with peers' as the relationship with colleagues at work for both genders; Herzberg defined "money" as the compensation and benefits workers obtain for their labor. Giving employees justified rewards keeps them engaged, which in turn boosts their job satisfaction<sup>17 18</sup>.

The motivating factors are Work security which is a phenomenon that encompasses all aspects of a job that safeguard employees' physical, mental, and personal wellbeing while retaining their employment over the long term. Workers who were guaranteed their job security for a longer period of time demonstrated higher job satisfaction; more so, Herzberg defined the concept of 'work itself' as the tasks, activities and responsibilities required to execute a job; Herzberg defined "recognition" as the act of receiving from others public acknowledgement, possibly in the form of rewards or proof of a work well done<sup>19</sup>. This means that employee satisfaction was better when they received praise from their managers for their efforts. Herzberg defined advancement as an employee's prospect to develop within an organization for continuous career advancements; stated that advancement include better opportunities to undergo professional training, learning new skills and gaining new knowledge; Herzberg defined 'achievement' as success in achieving goals and objectives, which can be individualistic or in groups. defines growth as an employee's preference for progress, and the initiatives he makes for substantial personal growth<sup>20</sup>. Starting with motivation factors, motivation has been defined by different authors in relation to job satisfaction. The act or practice of giving someone a reason or incentive to do something is known as motivation. Conscious and unconscious elements, such as the intensity of one's own needs and desires, the worth of rewards and incentives for accomplishing specific goals, and expectations held both by the individual and by peers, interact to produce motivation. When done correctly,

motivation has a positive impact on a person's intensity, direction, and persistence of their intended activity, which can provide excellent results. Motivation is a useful and potent instrument for igniting the desire and propensity to begin or continue performing an activity. Motivation is the act, force, and drive to meet needs in order to accomplish a certain target or goal<sup>21,22</sup>. Academic staff motivation was favorably correlated with both intrinsic and extrinsic motivation. Compared to extrinsic factors, intrinsic elements were more significantly associated with motivation<sup>23</sup>. Motivation and intentions to flip over job were unrelated. Positive factors influencing turnover intentions include salary, work environment, and job engagement<sup>24</sup>. More so, compensation and benefits were positively related to turnover intentions however, no significant relationship was found between recruitment and selection and work-life policies and turnover intentions<sup>25</sup>. Motivators and Hygiene factors were positively related to job satisfaction, however, hygiene factors has greater effect on employees' job satisfaction compare to motivators<sup>26</sup>. Personal growth as Motivators and supervision as Hygiene were positively related to satisfaction of teacher<sup>27</sup>.

Collectively, comparing the duo of motivation and hygiene factors, in a study on Determinants of Public Employee Job Satisfaction in Myanmar: Focus on Herzberg's Two Factor Theory Applying Herzberg's two-factor theory, the study found that both motivators and hygiene factors influenced job satisfaction and dissatisfaction of the public employees. In particular, interpersonal relationships, factors in personal life, work itself, and recognition were major determinants of job satisfaction, and working conditions, interpersonal relations, factors in personal life, supervision-technical, and recognition all influenced job dissatisfaction of public employees in Myanmar<sup>28</sup>.

In another empirical study Herzberg's theory of motivation and job satisfaction: Does it work for hotel industry in developing countries? It was found that The validity of

Herzberg's theory of motivation and its connection to job satisfaction in the hotel industry in developing nations are empirically tested using Employees in ten international five-star hotels in Greater Cairo, Egypt, with self-administered pretested questionnaire for the survey. The results of the study contradicted Herzberg's theory, demonstrating that the hygiene element positively influences job satisfaction whereas motivators have a negative impact on job satisfaction and are a source of unhappiness. The hygiene element, such as pay and working conditions, is a significant contributor to job happiness. However, statistically speaking, motivation does not affect satisfaction. The findings also revealed additional variables, such as job engagement, that modulate the connection between motivation and job satisfaction<sup>29</sup>.

Furthermore, in a conducted study using four independent variables—social, economic, personal/family, and institutional—to determine the employment satisfaction of academics staff. The study was done by the researchers on 478 academics from the nine CUs in the Northeast, spanning three fields (science, humanities and social sciences). Correlation analysis and step-wise regression analysis were applied to determine the relationship between the different independent variables. According to the study's findings, academic job satisfaction is positively and strongly correlated with all four independent variables: social, personal/family, economic, and professional elements. Additionally, it was discovered that compared to institutional and economic determinants, social and personal characteristics have the greatest impact on job satisfaction<sup>30</sup>.

Comparing working conditions and job satisfaction in hospitality workers across Europe. The sample is made up of 1633 workers in 16 European countries. The results demonstrate the existence of three different models of working conditions in Europe leading to differing levels of job satisfaction in tourism<sup>31</sup>. More so, affirm that job

satisfaction depends on factors such as personal, organizational, managerial, academic, professional, and economic variables<sup>32</sup>. Identified four factors as determinants of job satisfaction: professional development, interpersonal relations, economic expectations, and working conditions<sup>33</sup>. The integral evaluation of a single element and the thorough multidimensional measurement are the two main approaches used to evaluate job satisfaction. The difference between the two approaches is that the later uses a variety of factors to determine job satisfaction, whilst the former relies on a single item. The majority of national research on job satisfaction uses a multidimensional measuring strategy<sup>34</sup>.

For example, developed their Job Quality Index (JQI) from seven variables which are earnings, prospect, social environment, physical environment, work intensity, skills and discretion, and work time quality that are related to the multidimensional nature of work<sup>35</sup>. The JQI has been considered several survey investigation in respect to job satisfaction because it is comprehensive in coverage, transparent in method, and widely employed in the research on job satisfaction and the quality of work in the both continental and intercontinental context<sup>36 37</sup>.

### **2.1.2. Concept of Work-family life balance.**

Three perspectives can be used to understand the family. First, a family is defined based on the presence of other family members, such as parents, children, and other relatives, according to the structural definition of the term. This comprehension focuses on who constitutes family. This viewpoint demonstrates that family is a person's place of origin (families of origin), a place of procreation (families of procreation), and a place of batin (extended family). Second, there is the functional understanding of the family, which places a focus on the accomplishment of

psychological obligations and functions. These duties include giving care, reaching out to kids, providing emotional and material support, and playing certain roles. This viewpoint emphasizes on the duties carried out by the family. Third, a family is understood as a group that builds intimacy through activities that produce a sense of self as a family (family identity), expressed in the form of emotional ties, shared memories, and future aspirations. This viewpoint focuses on the ways in which the family performs its duties<sup>38</sup>.

Work family balance is becoming more and more important as a result of its advantages and added value to employee and organizational performance. To achieve work-life balance, organizations should put more effort into implementing work-life-friendly rules and creating a working environment that meets their workers' needs and lifestyles. This is crucial since employees who lead balanced lives produce the best outcomes. Work family balances are now required in organizations that view success as a possibility. It serves as a platform for enhancing employee performance and ultimately achieving company objectives. One has achieved work-family balance if they are able to allocate the necessary time for all aspects of their lives properly and avoid reflecting the issues in one area.

The introduction of shorter workdays with four six-hour shifts rather than the typical three daily eight-hour shifts at W.K. Kellogg Company in the 1930s led to increased employee morale and productivity, which is when work-life programs first emerged. However, it wasn't until the following decades, specifically the 1980s, that the idea started to gain traction with the consideration of things like worker engagement, rights, esteem requirements, reward systems, and the physical work environment. No matter a person's country, religious preference, culture, or gender, it has become tough to balance work and personal life<sup>39</sup>. Work and life balance is described as employers

collaborating with employees to establish arrangements that take into account both the needs of the business and the non-work aspects of employees' lives. This definition emphasizes that work-life balance can only be achieved via a joint effort between employers and their employees, including both employees and employers, who are both equally crucial to the effective adoption of work-life balance policies and practices<sup>40</sup>.

From a broader view, finding the ideal balance between one's job and life—that is, living outside of work—and being at ease with both professional and personal commitments—is what work-life balance is all about. The requirement for employees to combine their efforts in finding the right balance between their work and non-work roles is a recurring theme in discourses on work-life balance, while organizations are being examined for how and why to implement a variety of work life balance practices and policies to promote workplace well-being and employee productivity which is a result of job satisfaction without compromising business objectives of performance, productivity, and profits. prefer to use work-life balance (WLB) interchangeably to work-family life balance. To this end, work-family life balance is the degree to which an employee is equally self-engaged and equally satisfied with his or her work role and family role concurrently<sup>41</sup>.

In order to achieve work-life balance (WLB), one must allocate resources across all domains, including time, energy, and dedication, in order to have satisfying experiences in all of life's endeavors. The terms "work-life balance" and "work-family balance" are frequently used interchangeably; however, the former term includes additional roles played by an individual in the community, social, religious, and recreational contexts<sup>42</sup>.

However, it can be argued that work-family life balance, on the other hand, is more constrained than the work life balance because it places a greater emphasis on the interactions between work and family alone, excluding other aspects of life. Initially, work life balance were policies that were once referred to as "family-friendly" but now go beyond the confines of the family are commonly referred to as a more comprehensive expression. It refers to flexible work schedules that enable both parents and non-parents to take maximum advantage of schedules that strike a balance between obligations at work and at home<sup>43</sup>. Mores, so the author identified three factors that affect work-life balance: work overload, work-family interference, and family-work interference. The term "work overload" refers to having too much to do in the time available. As a result, it causes feelings of tension, exhaustion, and a lack of time. Interference between work and family arises when an employee's ability to fulfill family obligations is hampered by work demands and duties. Interference between family and work happens when an employee's ability to fulfil their job duties is hampered by family obligations and demands<sup>44</sup>.

In their study, they observed that work-life balance is attained where there are shared benefits for employees and the organization; it is about helping employees to maintain healthy, rewarding lifestyles that will in turn lead to improvements in performance. This therefore calls for employers to make or embrace policies that would help their employees in facilitating better work life balance, else, the job will suffer as performance will drop due to job dissatisfaction<sup>45 46</sup>. More so, work-life balance is a concept framed up with the sole aim of improving job probabilities and career sustainability of workers. Employee performance on the other hand is essential for the development and growth of any given organization but an organization cannot be productive without a balanced employee, this means that employee must have a

balance work and family life to attain job satisfaction thus leading to organizational growth<sup>47</sup>.

Studies on work family life balance has come up with so many factors that can affect work family life balance and it differs based on the working environment or work itself, the gender of the worker and the geographical locations. It was found that marital status and parenthood can also impact work life balance among lecturers. Young ladies and men tends to have a very good work-family life balance than the married ones based on the level of commitment to family welfare which is found very high among the married than the unmarried ones<sup>48</sup>. Specifically, if the employees perceive family responsibility discrimination from their supervisor, as they experience increased emotional exhaustion and work–life balance in such cases<sup>49</sup>. More so, it was reported that aligning work and private life is a significant challenge for young academics because of demanding working conditions, and it is particularly strong for young female academics due to growing family responsibilities<sup>50</sup>.

categorized the influences on work and family life into three categories: factors relating to the workplace, factors related to the family and personal life, and other associated factors. The culture of long hours and unpaid overtime, time constraints, the need for short workdays, the rise in part-time employment, job intensification, and shifting work schedules are all elements related to the workplace. Expanding numbers of women entering the workforce, dual career couples entering the workforce, single parent homes increasing, and the strain of child care and elder care on employees' health and welfare are all factors related to families and personal lives. Ageing populations, the expansion of service-sector sectors, technical complexity of labor, a lack of skilled workers, globalization, and workforce demographic shifts are further connected factors<sup>51</sup>.

From literatures, organizations, in bid to create room for work life balance has come up with some policies known as work-life balance policies. The strategies, found across the board, as described in the literature, have been categorized into flexibility of space & schedule, non-monetary benefits, external activities and employer brand<sup>52</sup>. Although the work-life practices found in the organizations outnumber those as described by the above authors, but the practices can be described as foundational.

Flexi-time, also known as flexible working hours or flexible schedules, is an agreement wherein the working schedule is set up between the employee and the employer in a way that is advantageous to both parties. Employees are given the freedom to choose their own starting and finishing times as long as it doesn't interfere with the organization's ability to run smoothly. Some refers to flexi-time as autonomous<sup>53</sup>. However, flexibility in the workplace is sometimes distinguished from work autonomy since flexibility maintains certain limits, such as the amount of hours an employee can work, but work autonomy does not have these restrictions<sup>54</sup>. Another variation of this is known as continuous working days or the annual hours strategy, in which the total number of hours that an employee must work is calculated for a given period (week, month, year, etc.), and the employee is then given the option to organize the working schedule for that period as long as he or she works for the required amount of time<sup>55</sup>. Scholars asserts that Flexible working hours' arrangements are preferable for employees across different cohorts, levels, gender, and are one of the most sought-after benefits that results from organization policies<sup>56</sup>.

Aside the flexi or flexibility policy is the Flexi-place. Flexi-place option, also known as telework or homework, gives the employee the freedom to work from locations other than the workplace. The use of modern communication technology might effect this<sup>57</sup>. Flexi-place can also be achieved when an employee works a few days a week

or all seven days from a location other than the workplace. This is a situation whereby an employee can work off the geographical location of the place of work. The employee can be at his/her comfort zone and work<sup>58</sup>. This is not however, achievable or obtainable in some kind of work like the secretarial job where the physical presence is highly needed.

Another strategy of ensuring work, family life balance is share work, Joint work also known as job sharing, it is an arrangement in which two or more people with similar job profiles divide their responsibilities by allocating equal amounts of time and compensation to each<sup>59</sup>. In addition to helping employees with their time-related obligations, it also fosters employee support and partnerships. It creates a sort of bond between employees as well as an avenue to share ideas and professionalism. More so, Leaves, being one of the policies or strategy of enhancing work family life is a kind of balance provided by various organizations which include sick leave, paternity/maternity leaves, leave of absence, extra holidays, work leave, study leave, emergency leave, career leave among others and so on<sup>60</sup>. In addition to these amenities, organizations are well known for offering "workplace social support," which is defined as the perception among employees that management is concerned with their well-being and facilitates resources and interactions. Social activities, sports, mental and physical health, volunteer work, health promotion, confidential assistance, and financial advice are just a few of the policies that fall under this category<sup>61</sup>.

After several literature review, the researchers decided to make use of the Banu and Duraipandian model which classified work and life balance definition into five dimensions which are Work Place Support (WPS), Work Life Interference Personal Life (WIPL), Personal Life Interference Work (PLIW), Satisfaction with Work Life Balance (SWLB), and Improved Effectiveness at Work Life Balance (IEWLB). In

their findings, based on a study that measured Working Life Balance of 387 IT professionals in Chennai India. WPS significantly influenced WIPL and PLIW. It was also found that WIPL significantly had a negative influence on SWLB, but PLIW not significantly had a negative influence on SWLB. Lastly, SWLB significantly had a positive influence on the increasing effectivity of SWLB (IEW)<sup>62</sup>.

Work Interference Personal Life (WIPL), it is the degree at which employees work interferes with his/her private or family life. An employee's Work family life balance can be said to be low if there is a job interference with personal life, or to what extent such individual work can interfere his or her personal life<sup>63</sup>. For instance, Long, inflexible working hours and overtime of a companies secretaries can indirectly result into tension and cause stress thus having a negative interference with ones family<sup>64</sup>. To buttress further, Agha etal explained that work-life balance is a process to find the right balance between work and personal life, and comfortable feelings on work commitment and family. The research result explained that work which is intervened by personal life or vice versa has negative relationship with job satisfaction<sup>65</sup>.

Personal Life Interference Work Life (PLIW) on the other hand is the degree or the extent at which personal life matters daubed into work Life. A person's Work Life Balance can be said to be low if there is personal life interference to work, which can result in ineffectiveness in his/her performance as an employee. The stress could be general stress, marital related stress, time related stress, family intrusion related stress, dependent or independence related stress<sup>66</sup>. It was put this way; work -family Conflict can arise from two sources: interference from work to family (such as when a child's illness prevents them from attending work) and interference from family to work due to the cumulative demands of playing several roles (long working hours prevent performance of duties at home). There are three types of WFC: time-based

conflict (excessive family responsibilities, shift work, rigid work schedules, long hours), strain-based conflict (role conflict, role ambiguity, insufficient spousal support), and behavior-based conflict (expectations for warm, emotional, human relationship). When a person is unable to set aside time to fulfil the requirements of another function due to time constraints in one role, there is a time-based conflict. Behavioral conflict develops when the behavioral patterns necessary and demonstrated in one function are incompatible with those required for another role, and strain or tension-based conflict happens when a strain from one role impacts how a person performs in other roles<sup>67</sup>.

Workplace Support (WPS) in this dimension includes support for the workplace (workplace support), organizational support (organizational support), manager or leader support, and co-worker support. The workplace encourages one to express more emotion. It may affect employees' inclination to look for new employment opportunities somewhere else if it's not available. An employee must be sure that should anything happens, his/her employer would be there. If the company makes an attempt to publish policies, Work Life Balance will be determined. One of the reasons for high turnover is the lack of a strong work-life balance. Supervisors or superiors, however, are quite beneficial in fostering a balance between work and family, so also are the co-workers<sup>68</sup>. As long as all these are in place, the employee would be satisfied and this would lead to optimum performance thus resulting in higher productivity of the organization. However, it was explained that work-life balance could be facilitated by organisation through flexible working schedule, telecommuting facility, and family-friendly working environment. Employees who find that they are being facilitated properly will tend to stay in the organisation<sup>69</sup>. Much more, the

organization's image will also be formed as a company that supports its employee's welfare and attracts the future workforce as a preferable company to work for.

Satisfaction with work life balance (SWLB). This is the degree of satisfaction perceived in an individual pertaining to how they were able to attain balance between their work and their family life or life as a whole. Several studies have proven that Work Life Balance is significantly related to job satisfaction. Workers who have a high Work Life Balance also have high job satisfaction. Improved Effectiveness at Work Life Balance (IEWLB) on the other and explains how the dimension of satisfaction in SWLB influences efforts to improve performance or productivity. This is the degree to which the satisfaction with work life balance (SWLB) propel and enhances employee to become productive at work<sup>70 71</sup>.

Work life balance is the contrast of Work-family conflict (WFC). Till now there has not been found option between the two concept. That is it's either work family balance or work-family conflict. Work family conflict is the term used to describe a working person's inability to balance the demands of both work and family. Conflict between a person's work and family life might arise when they have to juggle being a parent, worker, and spouse. Each of these roles requires time, effort, and dedication to be fulfilled well. WFC occurs when the demands of work and family obligations are conflicting, so that performing one obligation makes it more difficult to do another. work family conflict is assert to be caused by the following factors, family related, job related and individual related factors. In a study on Causes and Consequences of Work-Family Conflict (WFC) among the Female Employees in Bangladesh, the following factors were found; longer working hours, work schedule, high work demand, family demand, commitment to the family, individual perception, traditional

gender role experience, demand for leisure time, personal problem and unsupportive family members<sup>72</sup>.

### **2.1.3. The concept of self**

Positive self-beliefs are a central construct in psychology (the study of human behaviour), and self-concept and self-efficacy are the most widely-used and theoretically important representations of positive self-beliefs. In Psychology, much effort has been expended in trying to distinguish between self-concept and self-efficacy. Nevertheless, in practice and theory the difference remains dark. Researchers have conceptualized positive self-beliefs from a variety of theoretical perspectives (self-concept, self-esteem, self-efficacy, expectations of success, agency, locus of control, outcome expectations, confidence, competency, growth mind-set, etc). Particularly in studies of self-beliefs and motivation more generally<sup>73</sup>.

Self-concept refers to an individual's evaluative perception of oneself within a domain. self-concept has been described as complex, dynamic and contextual, with connections to past and current experiences<sup>74</sup>. A person's experiences and reactions to the environment and situational contexts shape how they perceive themselves. According to Marsh's internal/external (I/E) frame of reference model, such situational contexts may be both internal and external. One's own domain-specific self-concepts are compared to one another as part of their internal frame of reference. To compare one's own ability to that of others is to use an external frame of reference<sup>75</sup>.

The self-concept is fluid. As a person matures, he encounters various circumstances and responds to them in different ways. These encounters, which come up throughout

a person's life, sharpen him based on how he responds to them. The process of rejecting things that are inconsistent with one's self-concept and accepting those that are consistent with it is therefore ongoing.

Since self-concept is something that is taught as one gets older, no one is born with it. According to this supposition, external circumstances can also form, alter, or have an impact on one's self-concept. Self-concept is portrayed in this interpretation in the context of socialization and growth. It also considers the possibility that a person's perception of himself may differ from what other people think of him. However, Carl Rogers believes that the self-concept has three different components which are self image, self esteem/worth, and ideal self.

Self-image is the view someone have about him/herself. A person's self-image is affected by many factors, such as parental influences, friends, the media etc. On the other hand, the degree to which we like, accept, or approve of ourselves, or how highly we respect ourselves, is referred to as self-esteem (also known as self-worth). There is always some evaluation involved with self-esteem, and we might have either a positive or negative opinion of ourselves. Positive self esteem results in Confidence in one's own abilities, self acceptance, and optimism while negative self esteem/worth results in lack of confidence, wanting to look like someone else, and pessimism. Studies has shown that self esteem influences performance<sup>76</sup>.

Despite the many different viewpoints people have of themselves, it is considered that one perception is the cause of all the other perceptions, leading to a cohesive self-concept. It is more likely that a person will resist changing a belief when it is consistent with his or her self-concept<sup>77</sup>. Carl Rogers believed that for a person to achieve self-actualization they must be in a state of congruence. This means that self-

actualization occurs when a person's "ideal self" (i.e., who they would like to be) is congruent with what they actually are (self-image). Therefore, self actualization which is the realization or fulfilment of one's talents and potentialities results from congruent between the self esteem and self-image<sup>78</sup>.

In a study on the Role of Self-Efficacy in Job Satisfaction, Organizational Commitment, Motivation and Job Involvement of teachers, it was found that the more teachers' self-efficacy beliefs increased, the more their job satisfaction, organizational commitment, motivation and job involvement increased<sup>79</sup>. More so, using teachers, as an example, in a study on Assessing the Relationship of Teacher Self-Efficacy, Job Satisfaction, and Perception of Work-Life Balance of Louisiana Agriculture Teachers A strong, positive relationship was found between overall teacher self-efficacy and job satisfaction, indicating the more efficacious a teacher is, the more satisfied he or she is with the job.

The concept of self has been delineated by different names life self awareness, self-efficacy, self-belief, and so on. However, there is a related concept called core self evaluation. The idea behind core self-evaluations was to create a wide-ranging, latent, higher-order attribute that might be used to predict employee' degree of job satisfaction. The term "core self-evaluations" (CSE) refers to the most basic assessments that individuals make of themselves. The notion is broader than self-esteem because it reflects beliefs in one's capacity to manage one's life and competence to perform, cope, persevere, and accomplish. CSE also involves the overall conviction that one's own life will result well nicely. Four characteristics—self-esteem, generalized self-efficacy, inner locus of control, and (low) neuroticism—are seen as indicators of the broad latent idea of CSE (or high emotional stability)<sup>80</sup>.

The peak of self is self actualization. Self-actualization is the need that enables the individuals to recognize their complete potential. They got awareness about their skills and competencies and put them into practice to achieve the desired state in life. Maslow's concept of self-actualization is considered as the peak point of the motivational theory. Even the cultural difference has no influence of the characteristics of self-actualization<sup>81</sup>. Gopinath & Kalpana explains that job satisfaction is the main predictor of organizational citizenship behavior, because satisfied employees tend to positively perceive about the organization, support other co-workers, and have realistic expectations in their work. This means people who have achieved self-actualization are typically self-driven, capable of being mature in the workplace, and willing to combine their personal objectives with those of the business.<sup>82</sup> However, according to Mashlow theory, self actualization being the peak of self is based on some factors

Physiological Needs - Physiological needs include things like food, water, oxygen, temperature control, rest, activity, and sex. These are regarded to be basic needs. Safety Needs - Safety needs are the one's which demand protection from obstruction of life, elements and physical ailments and health problems. The people want to be able to live their lives without being threatened or forced to do anything. These emphasizes giving and receiving love, affection, trust, and acceptance. Love and Belongingness Individuals can support these needs by joining and belonging to the group. Esteem needs - refer to the desire to be regarded with respect and admiration by others. Self-respect and self-esteem are also seen as being essential. The individuals must grow in confidence in their abilities<sup>83</sup>.

Another dimension of self is self esteem. In a study on Work-family enrichment as a mediator effect of supervisor support, self-esteem, and optimism on job satisfaction, it was found that self-esteem have positive effect on job satisfaction, and optimism

implies positive effect on job satisfaction<sup>84</sup>. More so, scholar from another point of view asserts that comparatively less attention has been paid to workplace factors that are important for achieving competence-related need fulfilment. Most notably, perceived demands-ability fit has been conceptualized in terms of such conditions in terms of person-environment fit (i.e., the degree to which a person believes they have the skills and abilities needed to effectively perform on a job). Self-efficacy, or sustaining optimistic expectations for effective performance, is conceptually similar to perceived demands-ability fit and has been proven to enhance competence need satisfaction and favourable job attitudes<sup>85</sup>. This means that individual beliefs in himself and ability can influence effectiveness and thereby enhance job satisfaction.

Another concept delineating self worth or self esteem is Work-contingent self-esteem (WCSE) which is the degree to which workers' self-esteem correlates with work performance<sup>86</sup>. The authors agreed that self esteem does not only influence job satisfaction but it affect work family balance.

Conclusively, base on the self concept, it was asserted that personal self-concept is made up of the following four elements: affective-emotional self-concept (how a person views themselves in relation to emotional regulation or adjustment); ethical/moral self-concept (the degree to which a person believes they are honorable and decent); self-concept of autonomy (the perception of the degree to which each person makes decisions about their lives in accordance with their own criteria); and self-concept of self-fulfilment. However, over other labels, the phrase "personal self-concept" is preferred (such as emotional self-concept or moral self-concept, and so on<sup>87</sup>.

Moreover, for this study the concept of self is measured by the four constructs of Personal self-concept which are Self fulfilment, Autonomy, Emotional adjustment and Honesty. The concept of "self" is a multi-faceted and complex one, and it can be understood from various perspectives. When examining the concept of self, particularly from the viewpoints of self-fulfilment, self-autonomy, emotional self, and self-honesty, we gain insights into the fundamental aspects of human identity and well-being<sup>88</sup>. Self-fulfilment (SF) is how each person sees themselves in relation to achieving the objectives they have set themselves in their life, feeling fulfilled, meeting their targets, rising to challenges and their general achievements. Honesty (HON) consists of how each person sees themselves in the sense of being honest, upright and trustworthy in their behavior. It includes aspects such as being a valuable, honorable and consistent person who tries not to harm others; a man or woman of their word. Autonomy (AU) deals with how each person sees themselves as an individual equal to, but different from others. This includes aspects such as: the perception of oneself as someone who is independent and different from others; the feeling of not being dominated by others; being able to function without depending on others. Emotional Self-concept (ESC) is how each person sees themselves in the emotional dimension, in relation to the more impulsive and reactive aspects of their personality. This includes the perception of the following components: emotional balance, sensitivity, recognition and control of one's emotions<sup>88</sup>.

Moreso, Self-Fulfilment refers to the realization of one's potential, aspirations, and desires. It is the process of becoming the best version of oneself. From this perspective, the self is seen as an evolving entity with the inherent capacity to set and achieve personal goals and ambitions. Achieving self-fulfillment often involves pursuing one's passions and purpose, which can lead to a deep sense of satisfaction

and contentment. Self-autonomy is the concept of having control and independence over one's choices, actions, and decisions. In this context, the self is viewed as a self-governing entity that possesses the freedom to make choices based on personal values and beliefs. Autonomy allows individuals to align their actions with their inner convictions and desires, leading to a more authentic and fulfilling life<sup>89</sup>.

The emotional self encompasses one's emotional intelligence, awareness, and regulation of emotions. From this perspective, the self is a complex amalgamation of feelings, moods, and emotional responses that influence our thoughts and actions. Understanding and managing one's emotional self is vital for emotional well-being, interpersonal relationships, and effective decision-making. Self-honesty is the practice of being truthful and transparent with oneself, acknowledging one's strengths and weaknesses, and recognizing areas for personal growth. In this view, the self is seen as a dynamic entity that thrives on self-reflection and introspection<sup>90</sup>. Self-honesty fosters self-awareness, leading to a deeper understanding of one's values, beliefs, and motivations, which can guide life choices and actions in a more authentic and ethical manner.

Altogether, these perspectives on the concept of self offer a holistic understanding of the human experience. Self-fulfilment underscores the importance of setting and achieving personal goals, self-autonomy emphasizes individual choice and independence, the emotional self acknowledges the role of emotions in shaping our experiences, and self-honesty encourages introspection and truthfulness with oneself. When these aspects of the self are integrated and nurtured, they can lead to a more authentic, purpose-driven, and emotionally intelligent life, ultimately contributing to a sense of well-being and fulfilment.

#### **2.1.4. Job Satisfaction and Demographic Factors**

Achieving a healthy work-life balance, creating a positive self-concept, and being satisfied at work are crucial components of an individual's overall well-being and professional success in today's fast-paced environment. Employers, employees, and organizations as a whole must all be aware of how demographic considerations affect these characteristics. The relationship between demographic characteristics such as age, gender, marital status, and the number of dependents is examined in this literature review along with how they affect work-life balance, self-concept, and job satisfaction among secretaries.

Demographic factors, such as gender, age, marital status, and educational level, may mediate the relationship between work-family balance, self-concept, and job satisfaction. For instance, research suggests that women tend to experience more work-family conflict compared to men due to traditional gender roles and societal expectations. Moreover, demographic factors can influence an individual's self-concept and, subsequently, job satisfaction.

As earlier noted, the term "work-life balance" describes the harmony between obligations in one's personal and professional lives. Effective time and energy management is required to meet work duties while also making time for family, friends, and one's own well-being. An individual's self-perception, which includes beliefs, values, skills, and personal identity, is referred to as their self-concept. The degree of fulfillment and contentment that employee feels at work is referred to as their level of job satisfaction. Therefore, It's essential to comprehend how demographic characteristics affect work-life balance, self-concept, and job satisfaction in order to spot possible problems and create focused initiatives to

improve these areas. Age, gender, marital status, and the number of dependents are only a few demographic variables that can have a big impact on a person's experiences in these areas. It's essential to comprehend how demographic characteristics affect work-life balance, self-concept, and job satisfaction in order to spot possible problems and create focused initiatives to improve these areas. Age, gender, marital status, work experience and marital/parental status and so on are only a few demographic variables that can have a big impact on a person's experiences in these areas.

Work-life balance is significantly influenced by age. Due to their aspirations to advance their careers, younger secretaries may have trouble drawing boundaries between their professional and personal lives. They also frequently experience higher levels of work-related stress. Older secretaries, on the other hand, could prioritize family obligations and need flexibility in work schedules to maintain an acceptable work-life balance. Work-life balance could also be influenced by gender as well. Women frequently struggle to balance the demands of job and family, especially those who provide care. Women may experience additional demands to manage as a result of cultural expectations and gender stereotypes.

A study on Impact of demographical factors on work life balance among academic staff of university of Kelaniya, Sri Lanka found that demographic variables, such as age, gender, and work experience affect job satisfaction of staff working in the university. Based on the analysis researchers identified that there is significant relationships among gender, and marital status and Work Life Balance excluding age as a demographic factor. The study further identified females as a best group in Work Life Balance and under marital status single group is having Work life Balance greater than married group. Based on findings researchers established that there is a

significant impact of gender and marital status on Work Life Balance as demographic factors<sup>91</sup>.

It was assumed that Staff with long working experienced who are expected to have mastered the duties in relation to how it inter-relates with their personal and their family life were not satisfied while female and younger employee are more motivated and satisfied. In a study Impact of Demographic Factors on the Job Satisfaction: A Study of Private University Teachers in Bangladesh, gender was found to have no significant effect on job satisfaction<sup>92</sup>. However, other studies have found that women tend to report lower levels of job satisfaction than men<sup>93</sup>.

More so, age has been found to have a significant effect on job satisfaction in several studies. For example, a study of police personnel found that older officers reported higher levels of job satisfaction than younger officers<sup>94</sup>. Similarly, a study of employees at Pars Ceram Factory in Iran found that job satisfaction increased with age<sup>95</sup>. This means the older they are in the work the more satisfied they become probably because they have mastered the work and its nature as well as its demand which takes time to understand and master. Education has been found to have a significant effect on job satisfaction in some studies. For example, a study of teachers in public primary schools in Kenya found that teachers with higher levels of education reported higher levels of job satisfaction<sup>96</sup>. However, other studies have found no significant relationship between education and job satisfaction<sup>97</sup>.

For designation work experience, in a study of private university teachers in Bangladesh, designation and experience were found to have a significant effect on job satisfaction<sup>98</sup>. Specifically, professors reported higher levels of job satisfaction than lecturers, and teachers with more experience reported higher levels of job satisfaction

than those with less experience. Marital status has been found to have a significant effect on job satisfaction in some studies. For example, a study of employees at Adamawa State University in Nigeria found that married employees reported higher levels of job satisfaction than single employees<sup>99</sup>. Overall, the relationship between demographic factors and job satisfaction is complex and varies depending on the specific factors being studied and the context in which the study is conducted.

A study which is specifically on demographic factors that marital status have a significant effect on employee job satisfaction in ADSU, the result of the analysis further revealed that staffs are not satisfied with the content quality of their responsibility, finding further revealed that they don't have adequate technical support needed to carry out their duties diligently. In addition, the staffs also don't receive fair compensation and incentives for their role at the institution. Furthermore, employee educational background played a significant role in job satisfaction, those with higher qualification tend to be receiving higher salaries and more incentives, further revealed that age groups of respondents has significant effect on the job satisfaction of employee, those between age bracket of 25-34 tend to be satisfied with their work compared to those of younger and older category of age. Moreso, gender has significant effect on job satisfaction, male gender tend to be more satisfied with their work compare to female gender because they consider every work tedious and stressful<sup>100</sup>.

Work-life balance refers to the equilibrium between one's professional responsibilities and personal life. It entails finding a harmonious blend between work-related commitments and activities that promote well-being, personal growth, and fulfillment outside of work. Maintaining a healthy work-life balance is essential for several reasons. First, it helps prevent burnout, a state of chronic exhaustion and mental

fatigue resulting from excessive work demands. By creating boundaries and allocating time for personal pursuits, individuals can recharge, rejuvenate, and avoid the negative effects of prolonged stress. Achieving work-life balance also enhances overall happiness and satisfaction. It allows individuals to prioritize relationships, hobbies, self-care, and leisure activities, which contribute to their overall well-being. Balancing work and personal life leads to a more fulfilling existence and improves mental health. However among the prevalent factors that affects work life balance are demographic factors.

Several studies have examined the relationship between work-life balance and demographic factors. For instance, age has been found to have a significant relationship with work-life balance<sup>101</sup>. This means that younger workers may prioritize work over personal life, while older workers may prioritize personal life over work. It shows that younger employees or office manager in this case have the tendency of prioritizing their job while older employees give higher attention to their personal life. Another demographic factor that influences work-life balance is genders. It was established women may face more challenges in balancing work and personal life due to societal expectations and gender roles<sup>102</sup>. It is believed that women have more family responsibility especially when it comes to taking care other the children, husband and the whole family. They have tendency of having a divided attention, commitment which can make them to loss balance in respect to their work and their family or even personal life.

Marital life is another demographic factor that affects or have serious influence on work life balance. Married individuals may have more responsibilities and obligations outside of work, which can impact their ability to balance work and personal life. More so, years of experience has been found to be a significant factor in work-life

balance. This means that more experienced workers may have developed better strategies for balancing work and personal life over time. Another factor is the number of dependents. The number of dependents, such as children or elderly relatives, has been found to be a significant factor in work-life balance. Workers with more dependents may have more responsibilities outside of work, which can impact their ability to balance work and personal life. Income has been found to be a significant factor in work-life balance<sup>103</sup>. It was found that Workers with higher incomes may have more resources to help them balance work and personal life, such as hiring a nanny or taking time off work.

The unique identities and consciousness of own existence are referred to as "selves" in this context. It includes everything the office managers think, believe, feel, and experience, as well as how they perceive and engage with the world around them. Office manager's view of who they are as individuals is fundamentally based on the idea of the self.

Self-awareness, which entails noticing and admitting own thoughts, feelings, and behaviors, is one component of the self. It enables the human to consider who he or she is, his/her principles, and our objectives. Self-awareness is essential for personal development because it helps in identify strengths and shortcomings, make wise choices, and grow in authenticity. The self is a dynamic and developing concept rather than a set thing. Numerous things, including as human upbringing, culture, society, relationships, and individual experiences, might have an impact on it. As the human obtain new knowledge, draw lessons from experiences, and engage in social interactions, the self-concept, which is defined as the beliefs, ideas, and impressions we have about ourselves, can evolve through time. Our sense of individual identity and the concept of self are closely related. The qualities, traits, and values that set us

apart from others make up our identity. It is influenced by our unique histories, societal obligations, and affiliations, including our gender, ethnicity, nationality, line of work, and personal connections. Our identity gives us a sense of belonging and guides how we interact and relate to others.

Looking at the influence of demographic factors on self concept several studies has been carried out with varying findings. A study of university students in Pakistan found that age had a direct effect on self-esteem<sup>104</sup>. Another study of older adults in Nepal found that age was negatively associated with self-esteem and health-related quality of life<sup>105</sup>. The same study of university students in Pakistan found that self-esteem was significantly higher in males than females. A study of college students in the United States found that self-esteem was positively associated with academic achievement for both males and females, but the relationship was stronger for males<sup>106</sup>. The study of older adults in Nepal found that education level was positively associated with self-esteem and health-related quality of life<sup>107</sup>. Back in Nigeria, a study of librarians in Nigeria found that marital status was positively associated with research productivity<sup>108</sup>.

Furthermore, the study of university students in Pakistan found that family income had a direct effect on self-esteem<sup>109</sup>. The study of college students in the United States found that students who lived on campus had higher self-esteem than those who lived off campus<sup>110</sup>. The study of librarians in Nigeria found that academic status was positively associated with research productivity. The study of university students in Pakistan found that the number of siblings had an inverse effect on self-esteem. The study of university students in Pakistan found that area of residence had a direct effect on self-esteem. All the afore-sited studies suggests that demographic factors can have

an impact on self-concept or self-efficacy. However, the specific effects can vary depending on the population being studied and the outcome measure being used.

### **2.1.5. The Concept of Office managers/Secretary**

The concept of office managers has come under several nomenclatural issues ranging from office technologist, information managers, personal assistants, secretaries, office information managers and office managers. Whatever they are called, sometimes their name is decided by the organization they serves. However, their responsibilities and the importance of their task is highly inevitable with offices not being able to exist and sustained without them.

Globally, companies and other institutions, both public and private, are constantly in need of secretarial services since they are essential to carrying out their primary duties and eventually achieving their goals. Without secretarial tasks and the secretary, no organization can run smoothly. The secretary plays a key role in the success and expansion of the company. The term secretary in this context refers to a private secretary who assists an executive in a variety of organizations and institutions. In addition to being proficient in shorthand and computer word processing, a confidential secretary must also be proficient in handling all forms of correspondence, office administration, and routine issues like communication support<sup>111</sup>.

The duties of are but not limited to; Administrative Services: This include managing the reception function, planning meetings and conferences, man aging transportation and travel, managing mail processing, coordinating officer parties and administering business continuity programmes such as b business insurance, liability insurances etc. Information Technology: This refers to the use of desktop software (word processing, e-mail, spreadsheets and presentation); use of database systems, administering a file

server and local area network, data and system security, system monitoring and reporting, digital graphics and design and publishing and even view editing and streaming, communication systems, cell phones, 2-way radios broadband, internet access and document collaboration systems); record management/organization, retention, storage, retrieval, disposal and security. Facilities, Equipment and supplies: This is made up of office space costing and leasing, office moves and relocation, signage, interior design and decor, overseeing cleaning, maintenance and repairs arranging for office equipment and supplies, and arranging for commercial printing. Management: This has to do with the top flight secretary applying principles and functions of management (planning, organizing, leading, controlling) documenting the management organization and chain of command and establishing office etiquette and business ethics guidelines. v) Communication: This include writing letters and reports, establishing phones procedures; formatting and proof-reading documents; using paper and electronic forms; putting together a corporate style manual and making presentations etc. vi) Skills: These include conceptual skills, people skills and technical skills. Conceptual skills include ability to analyse problems and come up with solutions and to identify potential problems and prevent them; ability to work without supervision, demonstrate sound reasoning and judgement; and also have ability to make decisions. People skills which enable the secretary to work with others include good oral and written communication, ability to read people, work with different people and to be fair and firm, ability to listen and give others the opportunity to provide input and other meaningful suggestions. These skills are very important for a confidential secretary because they are the liaison between the chief executives and all kinds of other employees from professional, technical and managerial staff to clerk and blue -collar workers. The Technical skill on the other

hand include ability to use computer technology, specialised knowledge and abilities in communication system, records management, finance, human resources, facilities, commercial printing, mail processing, and business insurance to name a few<sup>112</sup>.

## **2.2. Theoretical Models**

### **2.2.1. Frederick Herzberg two factor theory (1968)**

The theory was propounded by Frederick Herzberg a psychologist who postulated that job satisfaction and dissatisfaction are independent of each other. Rather, individuals look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself. According to this view, job satisfaction and discontent exist independently of one another. One set of job qualities (motivators), according to Herzberg, will result in job satisfaction, while an other set of job characteristics (hygiene factors) will result in job discontent. The motivators are the intrinsic qualities that are inherent in the job, whereas the hygiene elements are the extrinsic aspects that are connected to the employees' emotions of unhappiness. The happiness and dissatisfaction elements are independent variables; as such, neither will rise while the other falls. Hygiene factors do not lead, however, it will result in a lack of job satisfaction if not available. In contrast, motivators are the actual elements that will encourage workers and increase their level of job satisfaction. In this study, work family-life balance is regarded as a hygiene factor that the company should provide to keep employees satisfied. While actualization as a result of positive self concept acts as a motivator since it gives workers the self-assurance they need to complete their professional responsibilities satisfactorily.

Based on Herzberg, the hygiene factors are what the organization must ensure are in place and they includes, Organizational and administrative rules or policies . Employees may become very frustrated with company policies if they are confusing, pointless, or if not everyone is expected to abide by them<sup>113</sup>. Although your policies won't ever greatly inspire or satisfy employees, you may lessen unhappiness in this area by making sure your policies are fair and apply to everyone equally. Additionally, make printed copies of your policies and procedures handbook available to all staff members. If you don't already have one, write one while getting input from the crew. Consider revising your current manual if you already have one (again, with staff input); Supervision. You need to start by choosing wisely when you select someone to the position of supervisor if you want to reduce unhappiness in this area. It is observed that good managers are not usually good employees. Being a supervisor is a really challenging job. Leadership abilities and the capacity to treat every employee equitably are necessary. In order to prevent anyone from feeling singled out, you should train your supervisors to give constructive criticism wherever feasible and establish a standard procedure for employee evaluation and feedback. Abusive supervision can cause emotional, mental trauma that will results in little or no job satisfaction<sup>114</sup>.

Salary. When it comes to employees, the cliché "you get what you pay for" frequently holds true. Although wages may not motivate workers, they do want to be paid fairly. People won't be satisfied working for you if they feel they aren't getting paid well<sup>115</sup>. To determine whether the salaries and perks you are providing are comparable to those of other offices in your area, consult salary surveys or even your neighbourhood help-wanted ads. Additionally, be certain that your pay, promotion, and bonus policies are crystal clear; Personal interactions Allowing staff a reasonable amount of

time for socializing can help you remember that having a job includes social contact, which contributes to the happiness of having one<sup>116</sup>. They will become more comradely and collaborative as a result. At the same time, you need to put a stop to unpleasant remarks, inappropriate behavior, and rudeness. Take control of the situation and, if necessary, remove the disruptive person from the practice if they choose to persist.

working circumstances. People's degree of pride in both themselves and their work is greatly influenced by the workplace environment. Make every effort to keep your facilities and equipment up to date. A simple chair can have a profound impact on someone's mental health. Allow each employee to have his or her own personal area, whether it is a desk, a locker, or even just a drawer, and try to avoid congestion<sup>117</sup>. You shouldn't be shocked if there is friction among your staff if you have confined them to small spaces with little to no personal space.

The motivator factors are; the job itself. Helping people feel as though the work they are doing is essential and that their duties have meaning may be the factor that has the biggest impact on employee motivation. Remind them that their contributions to the practice lead to successful outcomes and excellent patient care. Tell success stories on how an employee improved a procedure or made a real difference in a patient's life. Make a great deal out of important actions that may have become routine, like seeing a new infant. Of course, not all of an employee's activities will be enjoyable or satisfying, but organization should demonstrate to the employee how those tasks are crucial to the overall procedures that ensure the success of the practice. You could discover that some activities are truly unnecessary and can be eliminated or streamlined, resulting in greater efficiency and satisfaction<sup>118</sup>.

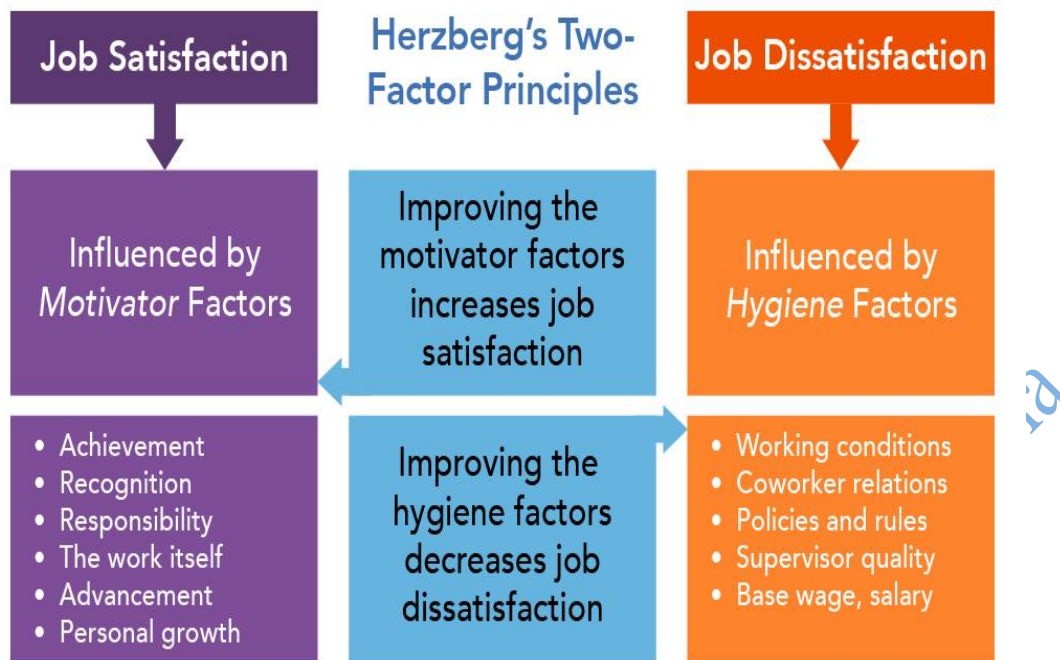
Achievement. Herzberg's argument is predicated on the idea that most people genuinely desire to do well. Make sure you've given them roles that make use of their skills and are not failure-prone in order to aid them. For each role, establish specific, attainable criteria and goals, and ensure that staff are aware of them. Additionally, people should feel that they are being sufficiently pushed at work and receive timely, frequent feedback on how they are performing. However, be careful not to overwhelm people with too many difficult or impossible issues because that might paralyze people.

Recognition. People want to be acknowledged for their contributions at all levels of the business. Their achievements don't need to be gigantic in order for them to be acknowledged, but there should be a sincere commendation. If you see an employee doing a fantastic job, take the time to compliment them right away. Thank them out loud for handling the issue so effectively. Make sure to thank them in your letter. As an alternative, consider rewarding them. A formal recognition program, such as "employee of the month," may even be something worthy of triggering employee sense of recognition<sup>118</sup>. Another motivator is Responsibility. If employees feel ownership over their work, they will be more driven to do their duties well. Giving workers the autonomy and authority they need to complete their work is necessary for them to feel as though they "own" the end result. Give people the chance to take on more responsibility as they advance in their careers. You must be careful not to simply add extra work, though. Find methods to incorporate tough and meaningful work instead, and consider providing the employee more independence and power.

Finally, on the motivators is Advancement. Promote loyal employee. If there isn't a vacant position for a valuable employee to move into, think about giving them a new title that accurately represents the kind of work they have completed. Allowing staff

to further their education when it is practical will increase their value to your practice and make them happier in their careers and this would facilitate job satisfaction<sup>118</sup>.

Situating this theory to the study, On the other hand, in a study that aimed at testing the significance of Herzberg's theory in the field of academics. The study also aims to measure the differences in the satisfaction levels of academicians towards their job on the basis of the location of their home town, that is, from Northeast and other parts of the country. The study was primary in nature and data was collected with the help of a self-developed questionnaire. The sample units consisted of 478 academicians estimating around 30 per cent of the total academicians working in the central universities of Northeast India. Using multiple regression analysis, step-wise regression analysis and t-test in the study. It was found from the study that Herzberg's two-factor theory can be successfully applied to the academics' job satisfaction. Both the motivation and hygiene factors have been found to be positively and significantly related to job satisfaction. More so, It was found from the study that there is a significant difference in the satisfaction level of academicians towards the motivation and hygiene factors of job satisfaction due to the difference in their home town. Academicians whose home town is in the Northeast are found to be highly satisfied towards the motivation and hygiene factors than the academicians whose home town is in other parts of the country<sup>118</sup>.



**Fig. 2.1. Herzberg's Two factor theory of employee satisfaction**

### 2.2.2. Work Life Balance Dimensions

The scale was developed by Banu and Duraipandian in 2014 out of the quest to develop suitable measures for Work Life Balance. The model popularly called work life balance dimensions came up with five dimensional view point to delineate work and family life balance. Dimensions are Work interference personal life (WPIL), Personal Life Interference Work (PLIW), Work Place Support (WPS), Satisfaction with Work Life Balance (SWLB), and Improved Effectiveness at Work Life Balance (IEWLB).

**Personal Life Interference Work (PLIW):** If a person's personal life interferes with work in ways that are connected to stress (related to stress), marital status (related to marriage), time (related to time), family issues (related to family intrusion), and reliance, that person is said to have a poor work-life balance (dependent-related).

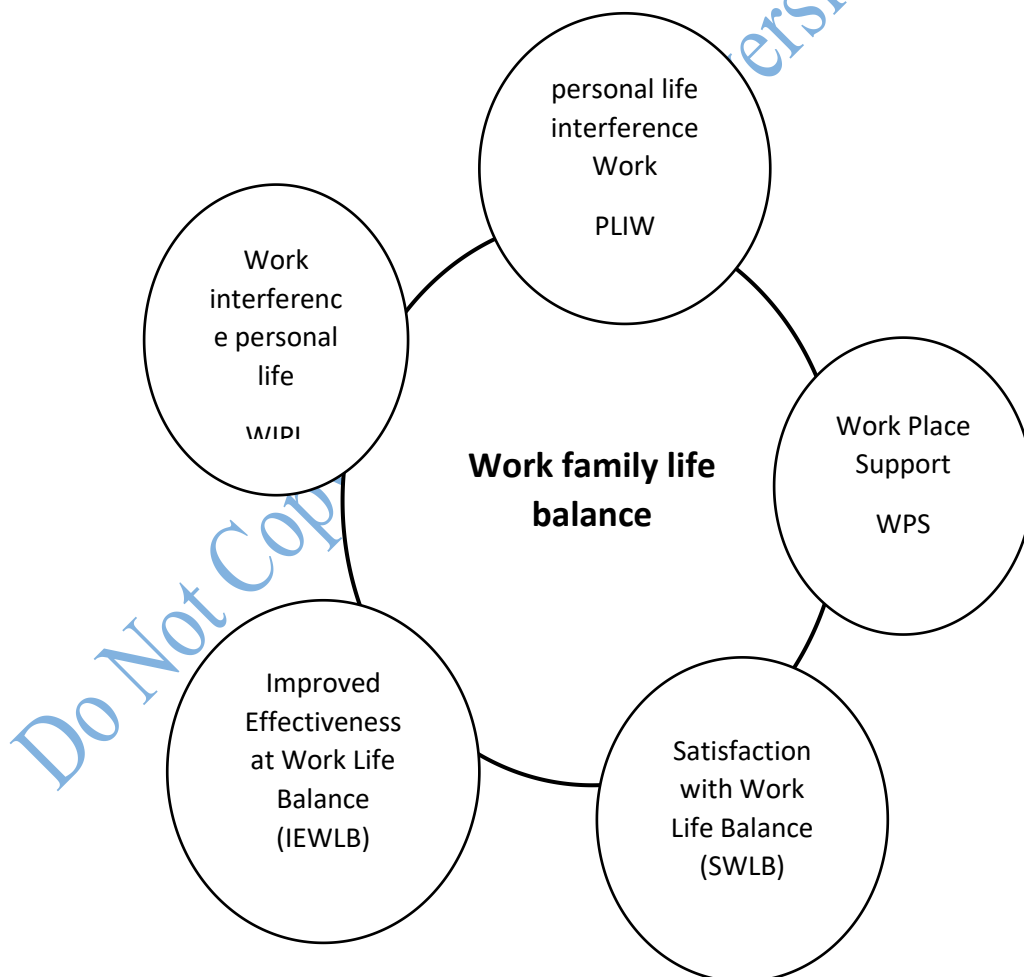
Work interference personal life (WIPL): If a person's employment interferes with their personal life, or to what extent their personal work can interfere with their personal life, it can be argued that they have a low work-life balance. Using two indicators, WIPL is divided. 1) Temporal (time base), 2) Tensile (strain foundation), and 3) behavioral (behavior base). Long, rigid hours of work and overtime might indirectly lead to anxiety and stress<sup>119</sup>.

Work Place Support (WPS): The indicators referred to in this dimension are Support of the work environment (work environment support), Support of the organization (organizational support), Support of managers or leaders, and Support of co-worker. The work environment supports increasing one's feelings. For instance, defining PSS and Passive Work place support is defined as the “extent to which employees believe that others in their social environment value their contribution and care about their global well-being” and PWS is defined as the extent to which organizations are willing to appreciate an employee's contribution, support fulfilling their multiple needs, and try for employee welfare it was found that Perceived Social Support (PSS) PWS facilitates working women's Work Life Balance to make an optimal socio-economic contribution<sup>120</sup>.

Satisfaction with Work Life Balance (SWLB): This dimension explains how the dimensions above affect the satisfaction of workers at work. Many studies have proven that Work Life Balance is significantly related to job satisfaction. Workers who have a high Work Life Balance also have high job satisfaction<sup>121</sup>.

Improved Effectiveness at Work Life Balance (IEWLB) This dimension explains how the dimension of satisfaction in SWLB influences efforts to improve performance or productivity.

Situating this theory to the topic under study, in a study on Work to family, family to work conflicts and work family balance as predictors of job satisfaction of Malaysian academic community, with the purpose of confirming that work to family conflict (W to FC), family to work conflict (F to WC) and work family balance (WFB) are the predictors of job satisfaction (JS) for Malaysian academic community, it was found that W to FC and F to WC (Work to Family Conflict) and Family to Work Conflict have negative significant effects on JS. Besides, WFB partially mediates only the relationship between W to FC and JS while no mediation effect was found for F to WC and JS<sup>122</sup>.



**Figure 2.2: Work Family Life Balance Dimension by A.R. Banu & K. Duraipandian, 2014**

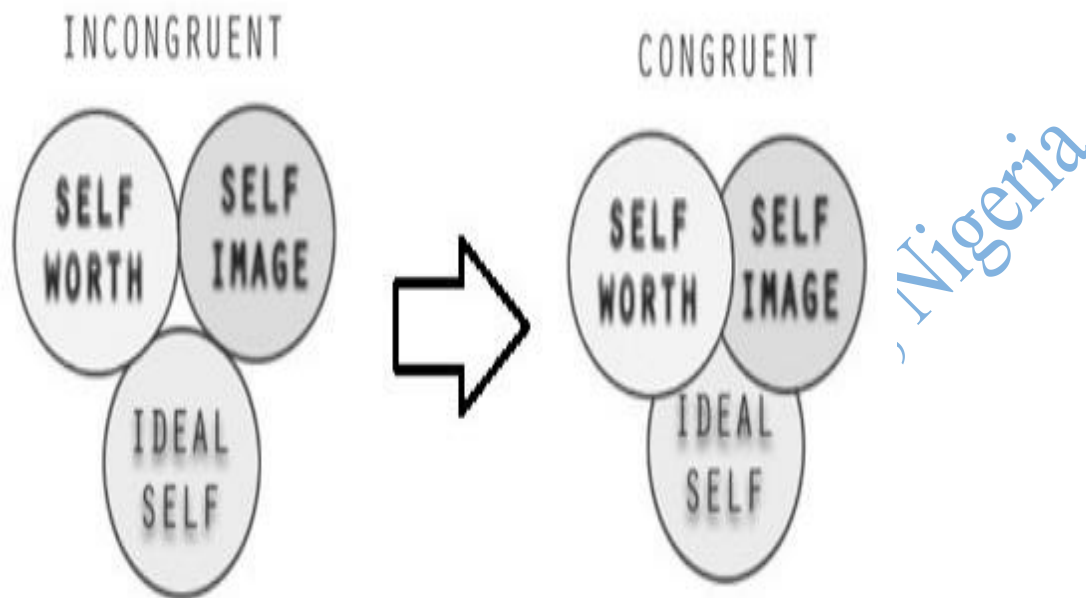
### 2.2.3. Carl Rogers Theory of Self

American psychologist Carl Rogers (1902–1987) is credited with starting the humanistic approach known as person-centered therapy. This non-directive theoretical perspective was based on the premise that people are inherently compelled to pursue self-actualization via progress and was derived from personal experience. The foundation of person-centered therapy was the idea that psychopathology resulted from bad self-concept that was formed as a result of unfavorable messages shared throughout childhood. This "lack of congruence" between the genuine self that clients want to be and the ideal self they try to become is the outcome of the negative messages' instillation of "conditions of worth" that are impossible to meet. Through affirming remarks, a lack of judgment, and encouragement for the growth of the true self, his therapy transmitted "unconditional positive esteem" for the client<sup>123</sup>.

Rogers identified one's self-concept as the frame upon which personality is developed. It is the purpose of each person to seek congruence (balance) in three areas of their lives. This balance is achieved with self-actualization. As illustrated below, self-actualization deals with three areas which are self-worth, self-image, and ideal self.

Self-actualization in this case according to Rogers is impossible if these images (especially self-image and ideal-self) don't overlap. This is so called "incongruent" view and the role of therapist is to transform this view to a congruent one, both by adjusting person's perception of self-image and self-worth as well as making an "ideal self" more realistic. The self-actualization process will lead to increasing overlap between these areas and will contribute to person's satisfaction with life. Within Rogers' schema each of the three areas has specific tasks. Until a person succeeds in

self-actualization, they will have issues and remain out of balance in how they relate to their world. Rogers however, emphasized that with regard to self-actualization the personality of each person is very unique.



**Fig. 2.3. Carl, Rogers Theory of self.**

#### **2.2.4. Personal Self Model by E. Goñi, J. M. Madariaga, I Axpe, & A. Goñi, 2011**

The concept of personal development, in its most comprehensive definition, involves several dimensions pertaining to an individual, encompassing both individual and social components. This includes the multifaceted facets of human psychological growth<sup>124</sup>. However, in a narrower context, the term "personal," in contrast to "social," pertains to the more distinct, individual, or private facets of this progression. What are the specific components or elements being referred to? For several decades, psychological theories have been employed to elucidate the process of individual psychological growth. A comprehensive examination of these ideas reveals that they encompass four key dimensions: self-fulfilment, autonomy, honesty, and emotional

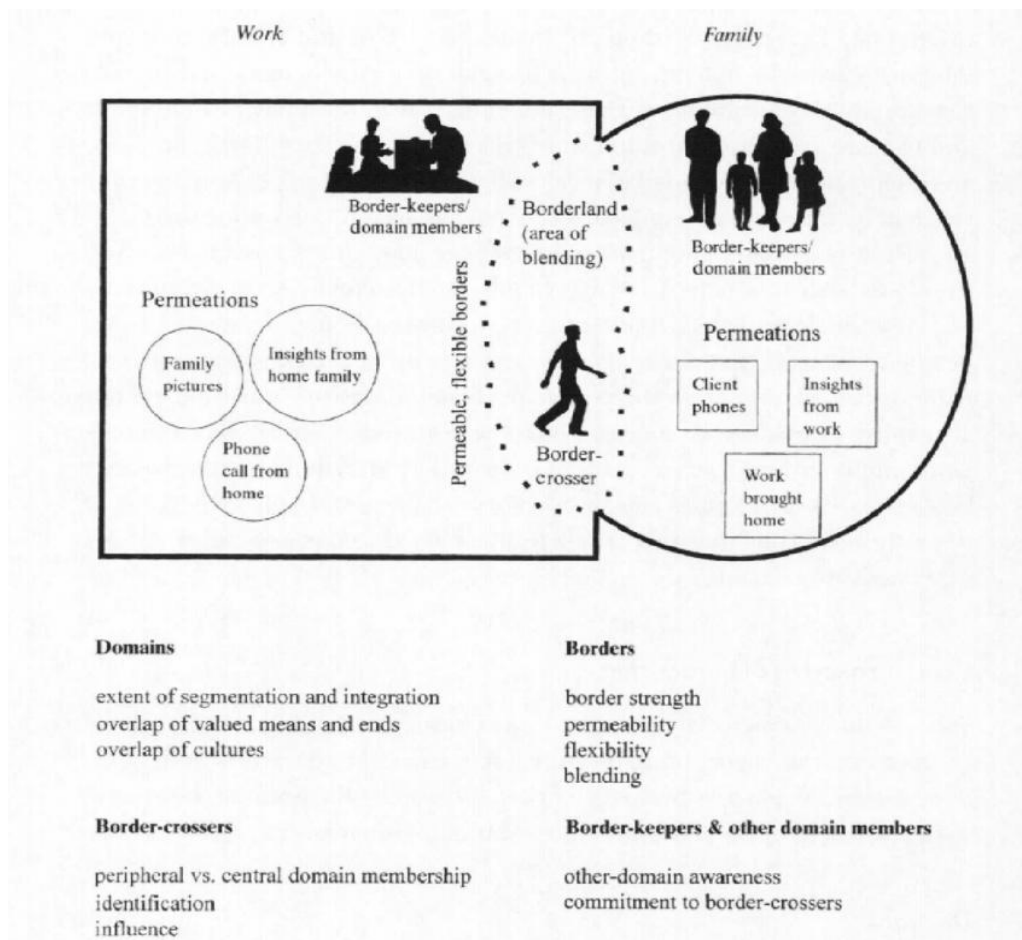
adjustment<sup>125</sup>. Therefore, it can be inferred that the structure of self-perception in personal development encompasses four dimensions. Specifically, these dimensions include affective-emotional self-concept, which pertains to an individual's perception of their emotional adjustment and regulation; ethical/moral self-concept, which relates to the extent to which a person views themselves as honest and decent; self-concept of autonomy, which involves an individual's perception of the degree to which they make decisions based on their own criteria; and self-concept of self-fulfilment, which refers to how individuals perceive themselves in terms of achieving their life goals and objectives<sup>125</sup>. The utilization of the phrase "personal self-concept" is favored over alternative designations, such as "emotional self-concept" or "moral self-concept," due to its encompassing nature, as it incorporates all aforementioned categories. The personal domain of self-concept pertains to an individual's perception of oneself as a distinct entity. The aforementioned theoretical framework was utilized as a basis for the creation and advancement of the Personal Self-concept (PSC) Questionnaire. The initial iteration of the questionnaire comprised 22 items, while the ultimate version was reduced to 18 items.

Moreso, two research investigations were conducted utilizing the aforementioned experimental questionnaire. In a study conducted, a questionnaire was presented to a sample of 506 participants ranging in age from 12 to 36. The results indicated that the questionnaire had a high level of internal consistency, as evidenced by a Cronbach's alpha reliability score of .85. Additionally, the exploratory analysis revealed a satisfactory four-factor solution, accounting for 52.56% of the total variance. Nevertheless, four specific elements (namely, numbers 2, 13, 16, and 22) did not achieve the specified saturation level inside their respective factor<sup>117</sup>. The second study conducted which involved the implementation of identical analyses using a

more extensive sample size consisting of 1,135 individuals. The participants in this study ranged in age from 15 to 65 and were allocated into two sub-groups using a random assignment method. In the initial phase of the study, an analysis was conducted on the first half of the participants. The results revealed a Cronbach's alpha coefficient of .83 for the instrument, indicating a high level of internal consistency<sup>126</sup>. Additionally, the scales demonstrated a Cronbach's alpha coefficient of approximately .70, meeting the minimum threshold required for reliability.

### **2.2.5. Work-family border Theory**

Fig. 2.4 The border theory is illustrated below and encompasses the traits that the theory revolve around. It viewed the home and workplace as two distinct domains separated by borders, and it included border crossers and border keepers in addition to other significant domain members. For work-life balance, the border theory asserts that every individual participated roles in two domain of life- family and work or work and family. The theory treated the two as separate domain which can cross parts base on certain condition. The borders that may be physical or psychological have separated these domains. Hence, the borders' flexibility and permeability between work life and family life are important to manage because it will influence the level of conflict, integration level and ease of transitions among these domains. Only flexible and permeable borders can smooth the integration between work and family domains. However, work family conflict may occur more often when the domains are rather integrated and the transition become easier. In contrast, work family conflict is likely to avoid by segmenting these domains and making the transition more effortful<sup>127</sup>.



**Fig 2.4. Work/family Border Theory**

The work-life border theory, which Clark (2000) developed, is based on the concept that people manage and negotiate their work and non-work lives in a way that allows for a balance to be struck between the two. The underlying premise of this concept is that although "work" and "non-work" are two distinct worlds, they are interconnected. The border theory sees this interaction between the domains as existing on a continuum that goes from segmentation to integration, where the two domains can be thought of as being identical at the pole of integration and mutually exclusive at the pole of segmentation. By evaluating the permeability and flexibility of the boundaries between the two domains, the dialectic of segmentation and integration is further examined. Flexibility refers to how malleable the boundaries between the two

domains are, while permeability refers to how much psychical or behavioral aspects can cross those barriers from one domain into the other<sup>128</sup>. The theorist claims that after describing the boundaries in terms of permeability and flexibility, the boundaries can range from being strong (impermeable and inflexible) to weak (flexible and blended), and that as a result, people can be classified as either "boundary crossers" or "border keepers." People are typically perceived as border-crossers who manage and negotiate the work and family spheres. Both central and peripheral border crossers are classified as those who cross the boundary. In both sectors, central border crossers have a significant influence, and they frequently collaborate with the core players<sup>130</sup>. According to the border theory, center border crossers balance job and family better than peripheral border crossers.

### **2.3. Empirical Review**

#### **2.3.1. Work-family life balance and Job satisfaction**

Balance is a state of equilibrium, evenness between two seemingly competing phenomenon. Several studies has affirmed that work-family life or broadly called work life balance always have significant influence on job satisfaction which will indirectly either positively or negatively affect organizational productivity. For instance, in a comparative study on Work life balance and job satisfaction among the working women of banking and education sectors, the results showed that work life balance and job satisfaction have a significant relationship this means that family life and work life balance is a significant element of intrinsic parts of job satisfaction<sup>129</sup>. In addition, another study on Impact of work life balance on employee job satisfaction

in private sector commercial banks of Sri Lanka, also found that work-life balance is significant enough to influence job satisfaction of an employee<sup>131</sup>.

This means that the higher quality of work life or family life balances an employee has, the higher level of job satisfaction, thus higher job performance resulting to higher production for the organization. More so, in another gender bases study on Work-life balance and job satisfaction among working adults in Malaysia: The role of gender and race as moderators, the result of the study found that there is a positive and significant correlation between the duo of work life balance and job satisfaction<sup>132</sup>. They further by asserting that employees tend to feel satisfy with their work when they can maintain balance between their family and work evenly. This means that as the employee's level of job satisfaction increases the more competent the employee become resulting in high productivity. Therefore, employer's of labour will do well by facilitating conditions that will enhance off-work life balance, particularly family life balance which invariably result in employee's job satisfaction. Furthermore, in a study on Impact of work-life balance on job satisfaction a case of health care services in Pakistan, it was found that there is significant influence of working hour on employees' job satisfaction. That is, employees who works additional hour will not have time for their family and personal life thus resulting in imbalance<sup>133</sup>.

This is also corroborated by a study on Impact of work life balance on employee job satisfaction in private banking sector of Karachi, where it was also found that long working hours have negative influence on employee's job satisfaction<sup>134</sup>. Going gender-based, in a study on the relationship between work-life balance programs and employee satisfaction: Gender differences in the moderating effect of annual, it was found that female employees use to have far better work life balance and job satisfaction than their male counterpart<sup>135</sup>. More so, it was reported that some workers

have serious issues juggling work obligations and family obligations, which frequently results in unhappiness with work policies at the workplace. As a result of the overburden of work, worry and anxiety grew. Additionally, because of their workload and other work-related difficulties, some employees are unable to complete their tasks at work, and occasionally they work longer hours. Therefore, the management of the organization must ensure that the workers have access to the tools and equipment they require, as well as make provisions that allow them to carry out their tasks in a manner that suits them<sup>136</sup>.

It was reported that when employees work longer hours than supposed, it always affect thier relationship with their family and this have negative impact on their work-life balance. As such, get dissatisfied, the consequences of this scenario leads to employee's low turnover and inability to attain organisational objectives. Supervisors are therefore, expected to support their subordinates to discover their potentials as this will encourage and boost psychological wellbeing of these employees and by extension lead to job satisfaction<sup>141</sup>. Moreover, studies have focused both on work and personal concepts to measure work and life balance using dimensions such as job satisfaction, work stress, working conditions, well-being, family interface and physical work environment<sup>142</sup>. To buttress further, on effective human management and it's implication on job satisfaction, in a study on The role of human resource management practices and employee job satisfaction in predicting organizational commitment in Saudi Arabian banking sector, it was found that Human resource management correlated positively with employee job satisfaction and organizational commitment. On the other hand, employee job satisfaction was found to be positively correlated with organizational commitment<sup>143</sup>.

Starting with the adopted model for this study, in a study on Work Life Balance Analysis Among Banking Sector Employees (Case Study in Bank X Branch Office Padang Indonesia), The correlation coefficient reveals a negative link between workplace support (WPS), which has a value of -0.458, and the disturbance of personal life to work (PLIW), which has a value of -0.517. However, it was discovered that workplace support (WPS) was positively connected to work-life balance satisfaction (SWLB) with a correlation of 0.207 and increased WLB effectiveness (IEW) with a correlation of 0.122. Job interference with personal life (WIPL) exhibits a negative correlation ( $r = -0.307$ ) with work-life balance satisfaction (SWLB) and a positive correlation ( $r = -0.181$ ) with work-life balance effectiveness. Similarly, PLIW had a negative impact on SWLB's satisfaction with work-life balance ( $r = -0.210$ ) and IEW's enhanced effectiveness of WLB ( $r = -0.124$ ), PLIW also had a negative impact on SWLB<sup>145</sup>.

To buttress further, in a study on Work to family, family to work conflicts and work family balance as predictors of job satisfaction of Malaysian academic community, the results indicated that JS ( $m = 3.69$ ,  $SD = 60.51$ ) was comparatively higher than the other variables. However, the mean and SDs of W to FC ( $m = 2.93$ ,  $SD = 60.72$ ), F to WC ( $m = 2.38$ ,  $SD = 60.58$ ) and WFB ( $m = 3.69$ ,  $SD = 60.51$ ) were at a moderate level. Correlation analysis showed that both W to FC ( $r = -0.26$ ,  $p < 0.00$ ) and F to WC ( $r = -0.15$ ,  $p < 0.00$ ) are significantly and negatively related to JS. However, WFB ( $r = 0.19$ ,  $p < 0.00$ ) has a significant positive relationship with JS<sup>145</sup>.

More so, in the quest to know the direct effect W-FC has on JS. Overall, both W to FC and F to WC including WFB explained 16% variance in JS ( $R^2 = 0.16$ ). Specifically, results indicated that both directions of W- FC have a significant negative effect on JS (W to FC:  $b = -0.33$  and  $p < 0.000$ ) and (F to WC:  $b = -0.02$  and

$p < 0.021$ ). Therefore, Hypothesis one that W to FC has a negative effect on JS. and Hypothesis two that F to WC has a negative effect on JS were supported. In addition, WFB has a significant positive effect on JS (WFB:  $b = 0.16$  and  $p < 0.017$ ) which indicates that hypothesis three that WFB has a positive effect on JS was also supported. However, from the result of the standardized direct effect of the direct mediation models, there is a significant negative effect of W to FC on JS ( $b = -0.36$ ,  $p < 0.000$ , for a direct model) and ( $b = -0.31$ ,  $p < 0.001$ , for mediation model). But, F to WC does not show any significant effect on JS for both direct ( $b = -0.03$ ,  $p < 0.754$ ) and the mediation model ( $b = -0.02$ ,  $p < 0.381$ )<sup>145</sup>.

In addition, the standardized indirect effect shows that W to FC has a significant negative effect on JS ( $b = -0.025$ ,  $p < 0.043$ ) and F to WC has no significant negative effect on JS ( $b = -0.012$ ,  $p < 0.224$ ). Based on the above findings, it is clear that WFB has a mediation (partial mediation) effect on the relationship between W to FC and JS which indicates that hypothesis four, that WFB mediates (partially or fully) the relationship between WFC and JS is supported. However, in terms of the relationship between F to WC and JS, WFB does not mediate. Therefore, it can be said that WFB mediates (partially or fully) the relationship between F to FC and JS was rejected<sup>145</sup>.

In a comparative study on Work Life Balance and Job Satisfaction of Employees in Murtala Muhammed (MMA) and Victor Attah International Airports (VAIA) in Nigeria, using a decision rule that states that if mean  $\leq 2.99$  = no balance, 3.0-3.49 = some balance, 3.5-4.49 = balanced, 4.50-5.00 = very balanced. The grand mean score shows that there is no work life balance for employees in MMA with (grand mean=2.87, SD=1.174), whereas employees in VAIA had work life balance with (mean=3.82, SD=.436). for a further breakdown of the findings, respondents in MMA indicates that their work hours are demanding to a high extent (mean=3.69), while

respondents in VAIA do not have a high demanding work hours (mean=2.89). Although both MMA and VAIA reported that the workload affects their health with means 2.78 and 2.90 respectively. To follow up this finding, using interview, in MMA human resources and the security units recorded a high turnover of “certificate of unable” meaning that the officer in question cannot perform his/her duty for a specific period of time. Furthermore, to a low extent (mean=2.90), respondents from MMA get paid for overtime, while respondents in VAIA to some extent (mean=3.00) get paid for overtime. In a follow up interview by one of the directors, ordinarily in FAAN (Federal Airport Authority of Nigeria) policy of service, employees are entitled to shift allowance if they are on shift schedule. They are paid this shift allowance. However, their shift time is overstressed which does not commiserate with the shift pay. The respondents in MMA reports that there are not enough welfare packages to motivate them (mean=2.21), while the respondents in VAIA reports that there are enough welfare packages in the organization to motivate them (mean=4.46). While the work environment is moderately conducive in MMA (mean=3.01), the work environment is conducive in VAIA (mean=4.33). Commuting to work is difficult for respondents in MMA (mean=3.59), and to some degree difficult for respondents in VAIA (mean=3.18). The stress of work does not affect activities at home for respondents in both MMA (mean=2.88), and VAIA (mean=2.95)<sup>147</sup>. From this study, it can be interpreted that staff in MMA are not satisfied with their job while their counterparts did.

More so, in a study on work-life balance: it's relationship with stress, mental Health, life and job satisfaction among employees of private Sector banks of Chandigarh and adjoining areas (Mohali and Panchkula), the Interrelation matrix shows that Work life balance is significantly positively correlated with mental health ( $.50 < 01$  level) and life

satisfaction (.39 < .05 level) in males while Work life balance is positively and significantly correlated with mental health (.64 < .01 level) and Life satisfaction (.39 < .05 level) in females. Job satisfaction is positively correlated with life satisfaction (.39 < .01). Job satisfaction is positively correlated with life satisfaction (.39 < .05 level) whereas in males, mental health is positively correlated with life satisfaction (.46 < .01) in females. This means that in the overall analysis of the data, initial hypothesis—that work-life balance, mental health, job satisfaction, and life satisfaction are positively correlated—partially held true. Only in males is the second hypothesis, which states that there is a positive correlation between life satisfaction and job satisfaction, was partially supported. The third and fourth hypotheses—that work-life balance and job satisfaction are negatively correlated with stress—are not supported by any of the groups. Work-life balance is positively correlated with mental health, job satisfaction, and life satisfaction in men and positively correlated with mental health and job satisfaction in women, proving the fourth and final hypothesis that there is a significant gender difference in these areas<sup>146</sup>.

In a comparative study on Work Life Balance and Job Satisfaction of Employees in Murtala Muhammed (MMA) and Victor Attah International Airports (VAIA) in Nigeria, using a decision rule that states that : if mean  $\leq 2.99$  = low extent, 3.0-3.49 = average/moderate, 3.5-4.49 = high extent, 4.50-5.00 = very high extent to pinpoint the effect of work hours and work overload on non-work activities, the result shows that to a high extent (mean=3.69), the work hours staff in MMA are demanding, while it is not for staff in VAIA (mean=2.89). for example, five incidence of death were recorded in security and aviation department in MMA within August and November, 2020 as a result of stress and overload of work. The respondents in MMA (mean=2.78) and VAIA (mean=2.90), indicated that the work overload in their departments affects

their health to a low extent. They also agreed that the stress of work affects their activities at home to a low extent in MMA (mean=2.88), and VAIA (mean=2.95). Also, to a low extent, respondents in MMA (mean=2.83), and VAIA (mean=2.92), indicated that the job prevents them from attending social engagements. However, the respondents in MMA (mean=3.54) indicated that finding time to relax with their family is difficult to a high extent while the respondents in VAIA (mean=2.96) do not find it difficult creating time to relax with family because, as earlier indicated, their work hours are not demanding. Hence, for employees in VAIA, work hours and work overload does not affect their non-work activities, while for their counterparts in MMA, work hours and overload affect them by making it difficult for them to find time to relax with their families. It can therefore be concluded that the work hours of employees in MMA are demanding, while it is not for employee's in VAIA<sup>147</sup>.

More so, in an empirical study on the Causes and consequences of work-family conflict (WFC) among the female employees in Bangladesh: Out of 50 respondents, 94% take family demand as one of the prime causes of WFC. 90% respondents think longer working hours are resulted in WFC. 86% undertake commitment to their family, 80% agreed with work schedule for the causes WFC. 76% female employees believe that high work demand, 68% consider individual perception, 62% female respondents imagine the traditional gender role experiences, 58% are unsupportive family members, 48% respondents feel the demand for leisure time, and 42% respondents assume that personal problem are the causes of WFC<sup>148</sup>. From the above, demand for leisure is the only factors that does not have significant effect on work - family conflict.

However, it was found in a study on Work-Family Conflict, Job Satisfaction and Job Performance of Female Librarians in Nine Selected Federal Academic Libraries in

South-West, Nigeria where the result showed that work-family conflicts have low effect on job satisfaction and job performance of female librarians. The study also found that the overall score on job satisfaction (mean=2.92) indicated that female librarians are satisfied with their job. In addition, the study also showed that there is no significant relationship between work-family conflict and job satisfaction ( $r=0.28$ ,  $P>0.05$ )<sup>149</sup>.

In a study on the roles of job autonomy and self-efficacy to improve academics' work-life balance, using the direct model of job autonomy towards work-life balance constructs was executed using two-level of latent modelling using AMOS. Overall, the model has yielded a good fit with  $\chi^2(n = 307) = 359.40$ ,  $p < 0.001$ ,  $\chi^2/df = 1.97$ ,  $RMSEA = 0.05$ ,  $RMR = 0.08$ ,  $CFI = 0.96$ ,  $GFI = 0.90$ . the result therefore suggests that overall job autonomy explained the 40% variance of (Work family Enrichment) W-FE and 25% variance of (Work family Conflict) W-FC, respectively. The specific result indicates that job autonomy gives a significant impact on both W-FC and W-FE, thus accepting both H1 and H2 which states that job autonomy has a significant positive relationship with work-to-family enrichment, Job autonomy has a significant negative relationship with work-to-family conflict respectively. Job autonomy was found to positively influence W-FE ( $\beta = 0.643$ ,  $p < 0.001$ ) and negatively influence W-FC ( $\beta = -0.491$ ,  $p < 0.001$ )<sup>150</sup>.

In a comparative study on Work Life Balance and Job Satisfaction of Employees in Murtala Muhammed (MMA) and Victor Attah International Airports (VAIA) in Nigeria, the study tries to compare the effect of work family life balance and job satisfaction of both airport authorities, it was found that from the grand mean of the result that employees in VAIA are satisfied with their job (mean=3.80, SD=.435), while their counterparts in MMA are not satisfied with their job (mean=2.85,

SD=1.22). The reason for this is that there is heavy workload, lack of payment for overtime jobs, lack of provision for staff welfare packages, lack of training, difficulties of commuting to work<sup>151</sup>.

Among the factors that influences work family balance is flexible working hours. In a study on Role of Flexible Working Hours' Arrangement on Employee Job Performance and Retention in Manufacturing Industries in Agbara, Nigeria, the ANOVA summary shows that the statistically calculated F-value of 702.160 is greater than the critical F-value of 6.63 at (0.01) level of significance at 225 degree of freedom. The alternative hypothesis (H1) is therefore accepted, which states that the flexible working hour arrangement has a positive impact on employee's job performance. regression analysis result revealed the coefficient of R-square (R<sup>2</sup>) which is 0.757 shows that flexible working hours' arrangement accounts for 75.7% of the total variance which is a very high variation in the determination of employee performance. This percentage is very high and statistically significant. This shows that flexible working hours has a positive significant impact on employee job performance. More so, The ANOVA results shows that the statistically calculated F-value of 2651.338 is greater than the critical F-value of 6.63 at (0.01) level of significance at 225 degree of freedom, therefore the alternative hypothesis (H1) is accepted which states that flexible working hours' arrangement has positive significant impact on employee retention<sup>152</sup>.

It is very clear that a satisfied employee would not be difficult to retain and satisfaction will enhance performance.

More so, on the role of leaders and effective leadership or supervisor, mediating between work and family life balance, in a study on the effect of leadership on job

satisfaction, work motivation and performance of employees: Studies in AMIK Yapennas Kendari, testing three hypotheses in relation to Leadership has significant effect on job satisfaction; Leadership has significant effect on work motivation; Leadership has significant effect on employees' performance. The three hypothesis result in a positive line coefficient which means that the relationship between the leadership and job satisfaction, motivation and performance is unidirectional and is statistically significant since the probability value p-value  $< \alpha$  ( $\alpha = 0.05$ ). Hypotheses testing results shows that the relations between leadership and job satisfaction, and leadership and work motivation are positive, strong and statistically significant. This means that a unidirectional increase in leadership leads to increased job satisfaction and work motivation and consequently employees' performance improvement. So, the three hypotheses proposed in the study are supported by the facts<sup>153</sup>. Effective leadership can mediate work family balance leading to job satisfaction thus causing higher performance. Aside good leadership, there is need for organizational justice

Organizational justice, is just like a fairness of treatment in the place of work. It can make or mar job satisfaction level of an employee thereby affecting family life. In a study on organizational justice and secretaries job satisfaction in public universities in southwest, Nigeria, the findings revealed that promotion was based on merit, fairness in work procedures, participative decision making, moral and ethical standards, politeness office treatment, presence of truthfulness rules, standard organization propriety and secretaries always treated with decorum were among the efficient of organizational justice on secretaries job satisfaction in public universities in South-West, Nigeria. More so, it was found that there was significant positive relationship between organizational justice (distributive justice  $r = 0.235$ ,  $p < .05$ ; procedural

justice  $r = 0.368$   $p < .05$ ; interactional justice  $r = 0.284$ ,  $p < .05$ ) and secretaries' job satisfaction in public universities in South-West, Nigeria<sup>154</sup>.

In a study Dissection of Herzberg's Two-Factor Theory to Predict Job Satisfaction: Empirical Evidence from the Telecommunication Industry of Pakistan, five independent variables showed a significant positive relationship with job satisfaction, among which three (H3: relationship with supervisors, H4: relationship with peers and H5: money) were hygiene factors, and two (H7: work itself and H8: recognition) were motivational factors. More so, The coefficient for relationship with peers was 0.34, which implies a positive relationship with job satisfaction. The relationship with the supervisor is seen to have a significant link with job satisfaction. A one-unit increase leads to a 0.08 increase in the satisfaction level, *ceteris paribus*. Since, the p-value for this regressor is less than the level of significance that I have chosen ( $p=0.05$ ), the null hypothesis was therefore rejected in favor of the alternate, that the relationship with the supervisor does have an effect on job satisfaction. A one-unit increase in work itself is associated with a 0.31 units increase in job satisfaction, *ceteris paribus*. Similarly, a unit increase in recognition at work would cause the attained satisfaction to increase by 0.14 units<sup>155</sup>.

In a study on Herzberg's theory of motivation and job satisfaction: Does it work for hotel industry in

developing countries? Testing two hypothesis, Motivator factors positively affect job satisfaction. And Hygiene factors positively affect job satisfaction. Hypothesis on was concerned with effects of motivator factors on job satisfaction. It was hypothesized that motivator factors positively affect job satisfaction. The result demonstrated that motivators were negatively correlated with job satisfaction and job satisfaction is not

statistically dependent on motivators ( $b = 0.018$ ,  $p > 0.789$ ). This means that this hypothesis is not supported and motivator factors do not positively affect job satisfaction, however, they are a source of dissatisfaction. More so, Hypothesis two stated that hygiene factors positively affect job satisfaction. The results revealed that the relationships between hygiene factors and job satisfaction were positive and statistically significant as it was hypothesized ( $b = 0.237$ ,  $p < 0.001$ ). This implies that this hypothesis is supported and hygiene factors positively affect job satisfaction<sup>156</sup>.

On the other hand, in a study that aimed at testing the significance of Herzberg's theory in the field of academics. The study also aims to measure the differences in the satisfaction levels of academicians towards their job on the basis of the location of their home town, that is, from Northeast and other parts of the country. The study was primary in nature and data was collected with the help of a self-developed questionnaire. The sample units consisted of 478 academicians estimating around 30 per cent of the total academicians working in the central universities of Northeast India. Using multiple regression analysis, step-wise regression analysis and t-test in the study. It was found from the study that Herzberg's two-factor theory can be successfully applied to the academics' job satisfaction. Both the motivation and hygiene factors have been found to be positively and significantly related to job satisfaction. More so, It was found from the study that there is a significant difference in the satisfaction level of academicians towards the motivation and hygiene factors of job satisfaction due to the difference in their home town. Academicians whose home town is in the Northeast are found to be highly satisfied towards the motivation and hygiene factors than the academicians whose home town is in other parts of the country<sup>157</sup>.

Picking one of the hygiene factor of working condition, In a study on the influence of various facilities which are available within the university campus and the geographical region in which the university is situated on academics' job satisfaction. Nine CUs in Northeast India were used for the study. There were 478 academics total, drawn from all the cadres (assistant professor: stages 1, 2, and 3; associate professor; and professors), representing three academic fields (science, humanities, and social science). According to the study, the academics' job satisfaction is unaffected by their home town advantage. The study found a substantial and favorable relationship between the amenities offered by the Northeast Region and on university campuses and the job satisfaction of academics employed by CUs in the region<sup>158</sup>.

Moreover, Supervisor Support and Organizational Commitment; The Role of Work–Family Conflict, Job Satisfaction, and Work–Life Balance. the population of the study is the employees working in the financial sector in Australia. The study comprised 305 employees recruited through an online survey. Testing some hypothesis. The findings revealed that Supervisor support was negatively related to Work Family Conflict WFC ( $\beta = -.41, p < .001$ ), supporting Hypothesis 1, which pre supposed that higher levels of supervisor support for employees positively affect WFC. In turn, WFC was negatively linked to WLB ( $\beta = -.57, p < .001$ ) and job satisfaction ( $\beta = -.17, p < .10$ ), supporting Hypotheses 2a and 2b, which states that Work–family conflict have significant influence on Work–life balance, Work–family conflict have significant influence on Job satisfaction respectively. Similarly, organizational commitment was positively related to WLB ( $\beta = .10, p < .10$ ) and job satisfaction ( $\beta = .52, p < .001$ ), thus supporting Hypotheses 3 and 4 which states that Work–life balance has significant influence on Organizational commitment and Job satisfaction has significant influence on Organizational commitment. Furthermore, the strongest

negative link was reported between WFC and WLB ( $\beta = -.57, p < .001$ ), which means that there is not any relationship between WFC and WLB whereas a positive relationship was found between job satisfaction and organizational commitment ( $\beta = .52, p < .001$ )<sup>159</sup>.

Moreover, human resource management has also been found as a correlated of job satisfaction. It is expedient to note that work life balance can greatly be influenced by good human management through enhancing conducive organization policies, providing a conducive physical and psychological environment to work and ensuring that motivating factors like good salaries, promotion as at when due, incentives, job recognitions, and so on are available. For instance in a study on The role of human resource management practices and employee job satisfaction in predicting organizational commitment in Saudi Arabian banking sector. It was found that each of the two independent variables (Human Resource and job satisfaction) made significant individual contributions to the prediction of organizational commitment. The results indicated that the following  $\beta$  weights, which represented the relative contribution of the independent variables to the prediction, were observed. HRM ( $b = 0.252, t = 9.856; p < 0.01$ ) and employee job satisfaction ( $b = 0.376, t = 6.773, p < 0.01$ ). However, although the two variables made significant relative contribution to the prediction of organizational commitment, employee job satisfaction is a more potent predictor<sup>160</sup>. This therefore implies that organization should give serious attention to factors that can yield in positive dispositions to job. The factor includes work and family life balance.

Furthermore, in a study titled: Measuring of job satisfaction: the use of quality of work life factors among five private sector banks in India, sampling a total number of 300 bankers. The main explanatory variables for the private bank employees' quality

of work life were found to be statistically significant. Additionally, job awareness and commitment ( $\beta = 0.370$ ,  $p < 0.05$ ), perceived job motivators ( $\beta = 0.342$ ,  $p < 0.05$ ), perceived organizational culture ( $\beta = 0.528$ ,  $p < 0.05$ ), and employee satisfaction and continuance ( $\beta = -0.648$ ,  $p < 0.05$ ) have a positive influence on the level of job satisfaction of employees working in private banks. This suggests that the more satisfaction received by the employees with respect to job awareness and commitment, perceived job motivators, and perceived organizational culture the better the chances of job satisfaction. Conversely, in the same study, it was found that the presence of an uncondusive work environment was found to have a negative impact on employees' job satisfaction levels ( $\beta = -0.648$ ,  $p < 0.05$ ), confirming that the likelihood that an employee will experience a higher degree of job satisfaction inside a business will decrease and vice versa<sup>161</sup>.

More so, a study examines job satisfaction and dissatisfaction factors of government employees in Myanmar. A sample of 226 public employees in the Ministry of Border Affairs was randomly selected and interviewed for the study. The qualitative data collected from the interviews were analyzed by NVivo 12. Applying Herzberg's two-factor theory, the study found that both motivators and hygiene factors influenced job satisfaction and dissatisfaction of the public employees. In particular, interpersonal relationships, factors in personal life, work itself, and recognition were major determinants of job satisfaction, and working conditions, interpersonal relations, factors in personal life, supervision-technical, and recognition all influenced job dissatisfaction of public employees in Myanmar<sup>162</sup>.

### **2.3.2. Self and Job satisfaction**

The concept of self is a phenomenon that encompasses with individual's personal beliefs, opinions and perceptions about him/herself as well as their abilities in relation to responsibility and how they handle issues. Self includes a person's self-worth, self-esteem, self-efficacy and so on. It is an honest judgement of a person about his/her capabilities. Although there are different factors that modulates, controls and bedrock or influence the concept of someone about him/herself, however, it is has been proven beyond doubt that a person's hones judgement of him/herself can influence how he/she handle situation and it can dictate the capabilities and competency level of such. For instance, in a study examining relationship between teachers' self-efficacy and job satisfaction, it was found in the study that teachers with high level of self-efficacy were likely to achieve more educational outcomes compared to those with lower self-efficacy<sup>163</sup>. More so, It was also asserted that lack of work life balance also has an adverse effect on employers prospects for success in many respects<sup>164</sup>.

In a study on the Roles of Job Autonomy and Self-Efficacy to Improve Academics' Work-Life Balance, the result shows that Job autonomy has a significant positive moderate relationship with W-FE ( $r = 0.503, p < 0.001$ ) and negative low relationship with work to family conflict (W-FC) ( $r = -0.397, p < 0.001$ ) this suggests the the increasing level of job autonomy increases the level of (W-FE) and reduces W-FC. Lastly, job autonomy was found to have a significant positive relationship with self-efficacy ( $r = 0.515, p < 0.001$ ). That is, a high level of job autonomy was related to the increasing level of self-efficacy<sup>165</sup>.

In a study on influence of work environment, behavioural pattern and self-esteem on employee job performance in lagos state, the results indicated a significant relationship exist between performance on the job and self-esteem ( $r = .361, p < .05$ ), behavioural pattern ( $r = .231, p < .05$ ), and work environment ( $r = .314, p < .05$ ). Self-

esteem was however the strongest predictor of employee job performance ( $\beta = 0.231$ ;  $t = 3.389$ ;  $p < 0.05$ ), and next was work environment ( $\beta = 0.168$ ;  $t = 2.860$ ;  $p < 0.05$ ). There was however no significant effect of educational level ( $F(1, 100) = .863$ ,  $p > 0.05$ ) and marital status ( $F(1, 100) = 3.221$ ,  $p > 0.05$ ) on employee job performance. Employees' work environment invariably forms a relationship between the employer and the employee. A comfortable and conducive work environment may promote work effectiveness of workers and lead to increased job performance<sup>166</sup>.

Scholars, in their study *Assessing the Relationship of Teacher Self-Efficacy, Job Satisfaction, and Perception of Work-Life Balance of Louisiana Agriculture Teachers* reports that Positive, substantial relationships were found between Overall Teacher Self-Efficacy and Job Satisfaction ( $r = .59$ ) and Perception of Creating Balance and Overall Perception of Conflict ( $r = .65$ ). Positive, moderate relationships were detected between Job Satisfaction and Overall Perception of Conflict ( $r = .43$ ) and Job Satisfaction and Perception of Creating Balance ( $r = .31$ ). Positive, low relationships were found between Overall Teacher Self-Efficacy and Perception of Creating Balance ( $r = .26$ ) and Overall Teacher Self-Efficacy and Overall Perception of Conflict ( $r = .23$ )<sup>167</sup>. This means that self efficacy which is the perception of an individual judgement about their capabilities in handling situations related to work and life has direct influence on job satisfaction and striking a balance between work and family life.

On the influence of positive self concept, in a study on *Resilience, Academic Self-Concept, and College Adjustment Among First-Year Students Utilizing a simultaneous multiple regression analysis*, it found resilience and academic self-concept to be significant positive predictors of college adjustment for first-year students<sup>168</sup>. This means that adjustment to situation borders largely on positive self

concept. This further means a positive self concept can enhance female secretaries ability to adjust and create balance between work and family. More so, in a related study on Core Self-Evaluations and Work/Family Interface as Life Satisfaction Predictors in Group of Employed Parents Compared to Group of Workers without Children, it was found that core-self evaluation CSE has been proven to moderate the relationship between job and life satisfaction, it has a predictive value in life satisfaction for working men (9.0%), employed fathers (14.9%), working women (71.2%), and employed mothers (10.8%). Note that core self evaluation is an honest judgement of a person about him or herself in relation to handling both family and work life issues thus creating balances<sup>169</sup>.

### **2.3.3. Work Family Balance, Concept of Self and Job Satisfaction**

In study that uses the duo of work life balance and self efficacy and an independent variable and job satisfaction as a dependent variable, it was found that although both have significant influence on job satisfaction, however, self-efficacy is a better predictor compared with work life/family life balance in respect to job satisfaction<sup>170</sup>.

In another study on Assessing the Relationship of Teacher Self-Efficacy, Job Satisfaction, and Perception of Work-Life Balance of Louisiana Agriculture Teachers Overall, teachers reported being efficacious in their chosen career and satisfied with their job. Additionally, these teachers reported being able to achieve balance in their career and that their family life did not interfere with work<sup>171</sup>. From the empirical finding, Positive, substantial relationships were found between Overall Teacher Self-Efficacy and Job Satisfaction ( $r = .59$ ) and Perception of Creating Balance and Overall Perception of Conflict ( $r = .65$ ). Positive, moderate relationships were

detected between Job Satisfaction and Overall Perception of Conflict ( $r = .43$ ) and Job Satisfaction and Perception of Creating Balance ( $r = .31$ ). Positive, low relationships were found between Overall Teacher Self-Efficacy and Perception of Creating Balance ( $r = .26$ ) and Overall Teacher Self-Efficacy and Overall Perception of Conflict ( $r = .23$ ). This means that self efficacy have positive influence on both job satisfaction and family work life balance of agriculture teachers in Louisiana<sup>172</sup>.

To buttress further, scholars in there study found that we found that employees who held overly negative (self-effacement) or overly positive self-perceptions of performance (self-enhancement) gained less satisfaction from their jobs. As hypothesized by self-discrepancy theory, self-effacement promoted fear-related negative emotions, whereas self-enhancement was linked to disappointment. Self-enhancers also reported lower trust and reduced satisfaction with interpersonal relationships, which may partly explain why self-enhancement had particularly detrimental effects<sup>173</sup>.

#### **2.3.4. Demographic Factors and Job Satisfaction**

A study in Bangladesh on Impact of Demographic Factors on the Job Satisfaction: A Study of Private University Teachers. To administer this descriptive type of research 384 teachers are selected from 22 private universities by using convenient sampling technique. The researchers have used cross tabulation and regression analysis by using SPSS 22 software. It is found that, Job satisfaction of faculty members significantly differed based on their Age and Experience. However, other demographic factors: gender, designation, marital status had no statistically significant differences. Empirically, the study reveals that among 246 male faculties only 1.6 percent were never satisfied with their job which is the lowest whereas 34.1

percent of the male are satisfied at a good deal of the time which is the highest. Surprisingly, only 4.9 percent of them are satisfied at all the time. On the contrary, among the female faculties there was nobody who was never satisfied and 29 percent of them are satisfied most of the time<sup>174</sup>.

Going by age range the study found that teachers of age 26 to 30 are never satisfied whereas 3.9 percent of them are satisfied all the time. There is a surprising result shows the table in the age group of more than 50 years of teachers. There is nobody of them who are either never satisfied or all the time satisfied. Therefore, 50 percent of them are satisfied at a good deal of the time and rests of the 50 percent are satisfied at most of the time. The study revealed that only 0.6 percent of single teachers report never being completely pleased, compared to 1.4 percent of married instructors. When they were questioned about their overall satisfaction, the situation was reversed. The statement that we were married was accepted by 5% of the teachers. Surprisingly, no separated or divorced person ever feels content in their current position. Overall, the trend indicates that single instructors are happier than married teachers. The fact that married teachers have more responsibilities to their families than singles teachers could be the cause. The difference between male and female in job satisfaction has some contradictory results. In the present study, The R value represents the simple correlation and it is 0.025 which indicates an insignificant correlation between gender and job satisfaction<sup>175</sup>.

In a Nigerian study, Demographic Factors and Its Influence on Job Satisfaction in Adamawa State University, Mubi, the total population of the study is eight hundred and twenty four (824) which comprises of two hundred and thirty two academic Staff (232) and five hundred and ninety two (592) non- academic Staff of different carders, the sample size for the study was 269. The examination of the contribution of

individual variables in the model shows that the t – statistics is negative and positively signed (-12.846, -0.243, 0.085 & -13.818) and it is statistically significant at 5%. The F - statistics 351.129 also revealed that the variables of the model jointly explained the dependant variables. The significant value of ( $P < 0.05$ ) indicates that there is a positive and negative relationship between marital status, educational background, age, gender and job satisfaction. The result further revealed that employees are not satisfied with the convenience of the working environment and that age groups of respondents has significant effect on the job satisfaction of employee, those between age bracket of 25-34 tend to be satisfied with their work compared to those of younger and older category of age<sup>176</sup>.

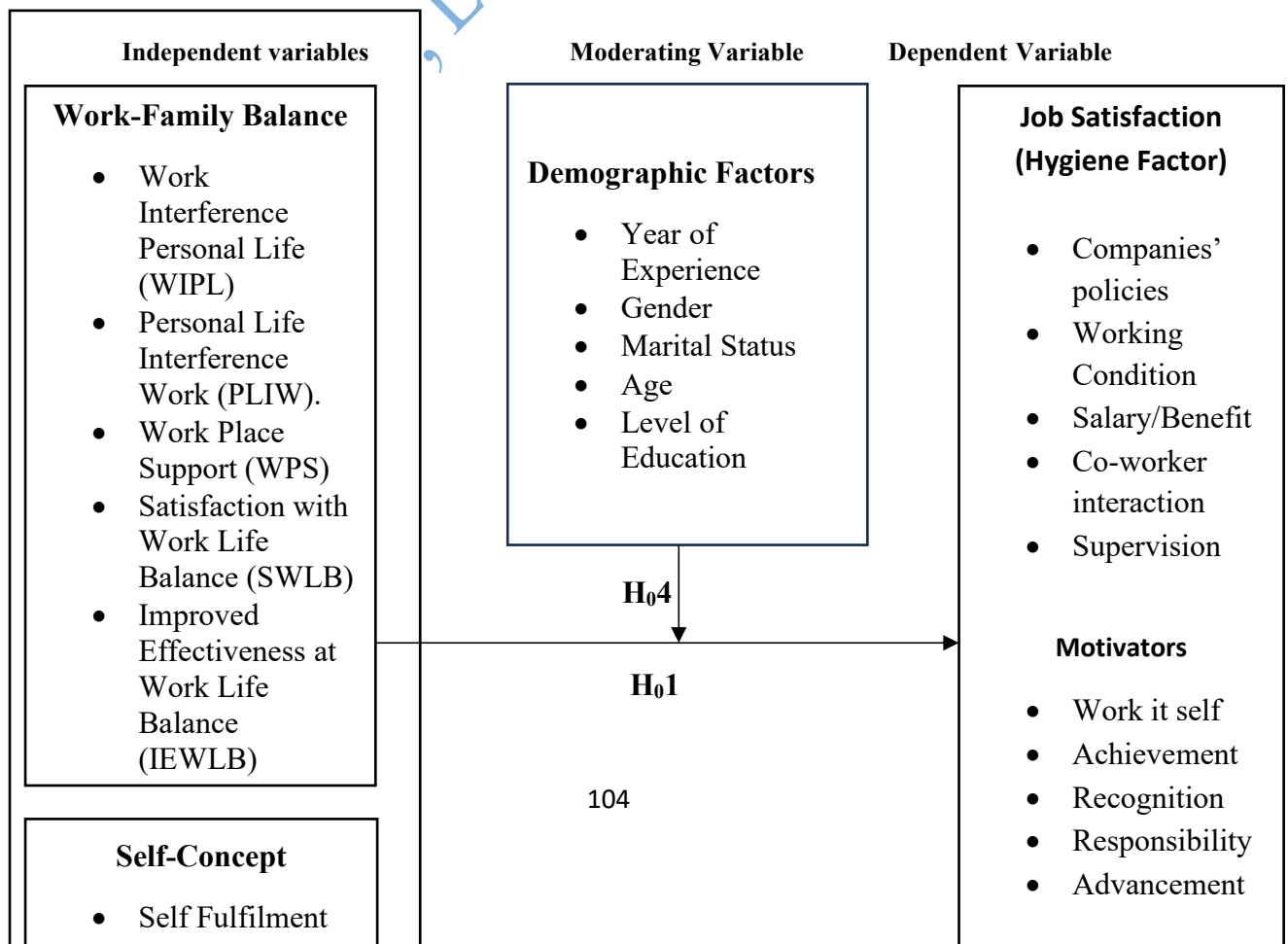
More so, an empirical study on the effect of demographic variables on job satisfaction of employees at ONGC, KARAIKKAL reveals that the high values of  $p (> .05)$  for all the dimensions of Job Satisfaction for the demographic variables Gender, Place of Living, Family Type, Marital status and Experience verify that the respective null hypotheses are not rejected and it is concluded that the job satisfaction of employees is not affected Gender, Place of Living, Family Type, and Experience. Also, the satisfaction on co-workers relations is significantly affected by the age of the employees ( $p < .05$ ). It can also be noted that Income has a significant impact on the satisfaction on competency and growth ( $p < .05$ ). The respondents with Monthly Income of Rs.35,001 to Rs.50,000 expressed comparatively higher level of satisfaction on personal competency, than the respondents in the other Income groups, and the employees with Monthly Income of below Rs.25,000 expressed comparatively lower level of satisfaction on their personal competency. The employees with Monthly Income of above Rs.75,000 expressed comparatively higher level of satisfaction on Growth, than the respondents in the other Income groups, and

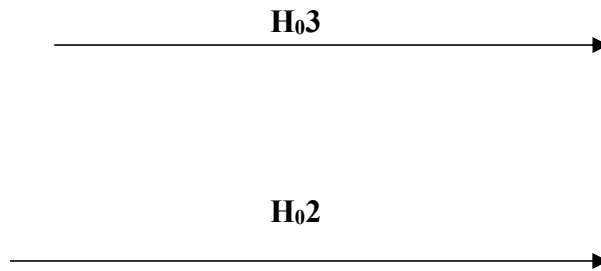
the respondents in the Income group Rs.25,001 to Rs.35,000 per month expressed comparatively lower level of satisfaction on Growth<sup>177</sup>.

### **2.3.5. Demographic Factors, work life Balance, Self-Concept and Job Satisfaction**

Gender difference is an issue noticed in organizational settings, besides, effective managers are those that understand how well to treat the both genders as perspectives to work differs in both. More so, studies has revealed that the level of job satisfaction varies by gender. According to the report, men employees are happier at work than female employees are. Male employees tend to be less satisfied with work circumstances and more satisfied with management and personal fulfilment. However, compared to male employees, female employees are less satisfied with their jobs<sup>178</sup>. Women's attitudes of work-life balance have changed significantly over time, and many now find it harder to maintain balance as a result of conflicting pressures at work and obligations at home. The need for women to be financially and legally independent has been acknowledged by society. Women today make up a sizeable portion of the workforce overall in all organizations, and their lives are increasingly occupied by heavy personal and familial obligations<sup>179</sup>. These assertions were however negated by a study which found that there is no difference in job satisfaction among the two genders<sup>180</sup>. Further several contemporary studies have found that there is not difference in the level of satisfaction of both genders. This means that gender differences is not a factor that influence or is significant to job satisfaction<sup>181, 182</sup>.

### 2.4. Conceptual model





**Fig. 2.4. Conceptual Model**

The researcher, from literature and theoretical propositions came up with the conceptual framework which guides in the conduct of this study. The dependent variable is job satisfaction which is measured by the construct of Herzberg two factor theory of job performance. The theory, popularly called the hygiene and motivation theory explains that the hygiene factor which consist of Companies' policies, Working Condition, Salary/Benefit, Co-worker interaction, and Supervision are the organizational related conditions that can easily turn off employee thereby reducing the satisfaction level of an employee. The motivator factors are those things that gives an employee a sense of self - actualization in what they are doing. They motivate employee to do more and they trigger that feeling as well as sense of belonging to an organization. These factors are Work it self, Achievement, Recognition, Responsibility, and Advancement.

The independent variables are work family balance and self-concept. Work family balance is measured using Banu & Duraipandian model which the authors regarded as work life balance dimensions. The dimensions used as measures by the researcher are Work Interference Personal Life (WIPL), Personal Life Interference Work (PLIW). Work and Organization, Work Place Support (WPS), Satisfaction with Work Life

Balance (SWLB) and Improved Effectiveness at Work Life Balance (IEWLB). These five variables measures the degree to which work and family cross paths. It is the extent to which an individual perceived that their work and family life interplays which if result is positive it would be regarded as balance but if not it will result in work family conflict. A healthy work family life balance would have the higher possibility of enhancing higher level of job satisfaction which would result in high level organization productivity.

Another factor that can affect job satisfaction is the self concept. The totality of people's perception about themselves. It encompasses self worth, self image and ideal self. Who a person think him/herself to be would help in handling life and work situation in a balance way. People with high self esteem, self efficacy, self worth, all summarized as positive concept of self would perform excellently well, they are likely to have a healthy work family life balance as they would be able to manage effectively and productively the interference of both work and family life which cannot but cross each other.

## **2.5. Summary of Literature Review**

The combination of positive and negative emotions that employees have toward their employment is known as job satisfaction. When a person is hired by a corporate organization, he or she carries with them the needs, wants, and experiences that shape the expectations that he or she has rejected. Job satisfaction measures how well expectations and actual rewards match each other. Job happiness and a person's behavior at work are closely related. A worker's sense of accomplishment and success at work is referred to as job satisfaction. It is typically believed to have a direct connection to both personal happiness and productivity. Job satisfaction is the result

of having a job that one enjoys, performing it effectively, and getting paid for it. Further implication of job satisfaction is excitement and contentment with one's work. The essential component for achieving goals like recognition, money, promotions, and other things that make you feel fulfilled at work is job happiness. According to literature, job satisfaction is any set of psychological, physiological, and environmental circumstances that lead a person to honestly state, "I am satisfied with my job." Despite being influenced by many external factors, job satisfaction is still a subjective concept that has to do with how an employee feels. That is, job satisfaction offers a collection of elements that contribute to a sense of fulfilment. Being a complex and diverse idea, job satisfaction can mean different things to different people. Motivation and job happiness are typically linked, however it is unclear how they relate specifically. Motivation and satisfaction are not the same thing. More of an attitude or psychological condition, job happiness. For instance, it might be connected to a subjective sense of achievement, whether it be qualitative or quantitative.

One of the key elements affecting the efficacy and effectiveness of corporate organizations is job satisfaction. In fact, a very excellent indicator of the significance of job satisfaction in modern businesses is the new managerial paradigm, which stresses that employees should be treated and recognized first as human beings with their own wants, requirements, and personal desires. The idea that a happy employee is a successful employee is one that should be considered while analyzing job happiness. three crucial components of job fulfilment. Human values ought to direct companies. These businesses will focus on treating employees fairly and with respect. In certain situations, a person's level of job satisfaction may be a reliable barometer of their productivity.

High levels of job satisfaction may indicate that employees are in sound emotional and mental health. Second, the operation and operations of the organization's business will be impacted by employee behavior based on their level of job satisfaction. This leads to the conclusion that positive behavior will result from job satisfaction, and vice versa, negative behavior will result from employee dissatisfaction with their work. Third, work \satisfaction may serve as indicators of organizational actions.

According to this study, the researcher uses the hygiene and motivation factors as measures for satisfaction. Frederick Herzberg's studies indicated that certain job factors are consistently related to employee job satisfaction whereas others can create job dissatisfaction. According to Herzberg, motivating factors (also called satisfiers) are primarily intrinsic job elements that lead to satisfaction, such as achievement, recognition, the (nature of) work itself, responsibility, advancement, and growth. What Herzberg termed hygiene factors (also called dissatisfiers) are extrinsic elements of the work environment such as company policy, relationships with supervisors, working conditions, relationships with peers and subordinates, salary and benefits, and job security. These are factors that can result in job dissatisfaction if not well managed. One of the most interesting results of Herzberg's studies was the implication that the opposite of satisfaction is not dissatisfaction. Herzberg believed that proper management of hygiene factors could prevent employee dissatisfaction, but that these factors could not serve as a source of satisfaction or motivation. However, one of the concept that influence job satisfaction outside the organization is the work life balance or family life balance which is found largely to be the degree of interference between both work and life outside work.

Work family life balance is the degree of influence and interference between family and work life. They are both different domain and their influence needed to be

managed effectively else it would result in what is tagged work family conflict. work and life balance definition into five dimensions which are Work Place Support (WPS), Work Life Interference Personal Life (WIPL), Personal Life Interference Work (PLIW), Satisfaction with Work Life Balance (SWLB), and Improved Effectiveness at Work Life Balance (IEWLB). In their findings, based on a study that measured Working Life Balance of 387 IT professionals in Chennai India. WPS significantly influenced WIPL and PLIW. It was also found that WIPL significantly had a negative influence on SWLB, but PLIW not significantly had a negative influence on SWLB . Lastly, SWLB significantly had a positive influence on the increasing effectivity of SWLB (IEW)

Work Interference Personal Life (WIPL), it is the degree at which employees work interferes with his/her private or family life. An employee's Work family life balance can be said to be low if there is a job interference with personal life, or to what extent such individual work can interfere his or her personal life<sup>183</sup>. For instance, Long, inflexible working hours and overtime of a companies secretaries can indirectly result into tension and cause stress thus having a negative interference with ones family. Personal Life Interference Work Life (PLIW) on the other hand is the degree or the extent at which personal life matters daubed into work Life. A person's Work Life Balance can be said to be low if there is personal life interference to work, which can result in ineffectiveness in his/her performance as an employee. The stress could be general stress, marital related stress, time related stress, family intrusion related stress, dependent or independence related stress.

However, to have a good balance between work family life balance and work satisfaction, the place of a proper understanding of self concept is inevitable. From literatures review it was revealed that a good belief about self can facilitate and

enhance job satisfaction and work family balance. it was found that people with high self esteem and positive self image, self worth as well as positive self efficacy performs better in their work than those who do not have. More so, people with positive self concept, can well manage the unavoidable interference between family, personal and work life anytime both crosses each other.

More so, this literature review examines the mediating effects of demographic factors on work-life balance, self-concept, and job satisfaction among office managers. Understanding these relationships can provide valuable insights into the factors influencing the well-being and job performance of office managers, ultimately contributing to organizational success. Several studies have explored the influence of demographic factors on work-life balance. Gender has been identified as a significant factor, with women often facing greater challenges in achieving work-life balance due to societal expectations and caregiving responsibilities. Age has also been found to play a role, as younger office managers may prioritize work over personal life to establish their careers, while older managers may strive for greater work-life balance.

Demographic factors have been shown to impact the self-concept of office managers. Education level has emerged as a significant factor, as individuals with higher education often possess greater self-confidence and a stronger sense of professional identity. Additionally, cultural background and ethnicity can influence self-concept, as individuals from different cultural backgrounds may have unique perceptions of their roles and expectations in the workplace. Job satisfaction is a crucial determinant of employee engagement and productivity. Demographic factors have been found to influence job satisfaction among office managers. Research suggests that factors such as gender, age, and educational background can shape job satisfaction levels. For instance, studies indicate that women may experience lower job satisfaction due to

unequal treatment or limited career advancement opportunities. Furthermore, older office managers may derive satisfaction from factors such as work-life balance and job security, while younger managers may prioritize opportunities for growth and advancement.

The relationship between demographic factors, work-life balance, self-concept, and job satisfaction is often mediated by various mechanisms. For example, work-life balance may mediate the relationship between demographic factors and job satisfaction, with individuals who achieve a better balance experiencing higher job satisfaction. Similarly, self-concept can act as a mediator, as individuals with a positive self-concept are more likely to perceive their work-life balance positively and experience greater job satisfaction. The literature suggests that demographic factors have a significant impact on work-life balance, self-concept, and job satisfaction among office managers. Understanding these relationships can help organizations design policies and interventions to promote work-life balance, enhance self-concept, and improve job satisfaction among their office managers. Future research should continue exploring these relationships and identify additional mediators to provide a more comprehensive understanding of this complex interplay.

Conclusively, organizations in a bid to have maximize productivity, maintain relevance and have competitive advantage cannot afford to take the psychological, mental and social wellbeing of their human resources for granted. Therefore, they come up with what is known as work life balance policies which is aimed at ensuring that both personal life and work balance is ensured as it can result in satisfied workers thus bringing about optimum staff performance.

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## Chapter Three

### Methodology

This chapter presents the methodology and data analysis techniques that are employed to achieve the research objectives. It also describes the research design, method of

data collection for the study, the population of the study, the sample and sampling techniques, the research instrument, validity and reliability of the instrument as well as the strips to be followed in analyzing the research data collected from the respondents

### 3.1 Research Design

The mixed method research design was adopted for this study. This method was adopted because of the flexibility it provides the researcher with to gather relevant data through appropriate instruments such as questionnaires and interview in order to measure attitudes, opinions, perceptions and the dynamics of the phenomenon under study. Most importantly, it allows for an accurate representation of the variables under study and the interrelationships between them.

### 3.2. Population of the study

The population for this study is Office managers in private universities in Oyo State.

Table 3.1: Study population and population size

<b>Names of Universities</b>	<b>Location</b>	<b>Population Size</b>
<b>Lead City University</b>	Ibadan	47
<b>Ajayi Crowther University</b>	Oyo	23
<b>Atiba University</b>	Oyo	05
<b>Dominion University</b>	Ibadan	20
<b>Precious Corner Stone</b>	Ibadan	17
<b>Koladaisi University</b>	Ibadan	18
	<b>Total</b>	<b>130</b>

**Source:** Field Survey, 2023

### 3.3. Sample and Sampling technique

The study made use of total enumeration technique. This means that all the secretaries (130) secretaries in the six private universities were recruited for the study.

### 3.4. Description of Research Instruments

The instrument for this study is question adapted from studies on Job satisfaction: Putting theory into practice<sup>1</sup>, Structure of personal-self questionnaire PSC<sup>2</sup>, and Development of an instrument to measure work life balance of IT professionals in Chennai<sup>3</sup>. The questionnaire would be structured on a five-point Likert scale table thus allowing respondents to pick suitable options. The instrument is made up of three sections.

Section A consists of questions on demographic information of respondents which is self- developed. The biodata of the respondents is measured by six variables such as: Name of institution, work hours per week, Work experience, and age of the respondents.

Section B: consist question on Job performance. Example of questions includes ‘I am satisfied with the organization policy; The organization policy is fair and I have my reservations concerning the policy’ the response is based on five-point Likert scale of Strongly Agree (SA) Agree (A) Undecided (U) Strongly Disagree (SD) Disagree (D).

Sections C consist of questions on family life balance and section consists of questions on self-concept. Example of question includes ‘I work in an environment that is supportive of my family and personal commitments

I have adequate technology support (laptops, internet access, VPN connectivity, etc) to be able to work away from office and My organization believes in having healthy Work Life Balance Practices'. the response are based on five point Likert scale of Strongly Agree (SA) Agree (A) Undecided (U) Strongly Disagree (SD) Disagree (D).

Section D contains questions on self-concept with questions like 'I am satisfied with what I am achieving in my life, So far, I have achieved every important goal I have set myself, I have yet to achieve anything I consider to be important in my life and I have always overcome any difficulties I have encountered in my life'. the response are based on five point Likert scale of Strongly Agree (SA) Agree (A) Undecided (U) Strongly Disagree (SD) Disagree (D).

### **3.5 Validity of the Research Instrument**

For content validity, the questionnaire for this study was adapted from an established scale, for face validity, the instrument was checked by the supervisor and other experts in the field of information management. Corrections made were incorporated into the final copy which was administered on the study respondents. Moreover, the questionnaire based on previous usage was found to have a Cronbach's alpha reliability index of .85 and .83 index<sup>4</sup>.

### **3.6. Reliability of the Instrument**

Reliability of research instrument refers to the consistency and stability of the instrument in measuring the same results every time. Reliability is a prerequisite for validity, which is about the accuracy and relevance of the instrument. There are different types of reliability, such as test-retest, equivalent form, and internal consistency, that measure consistency in different ways. The reliability of the

instrument was tested through a pilot study using secretaries in Bowen university, Osun State. Bowen was chosen because it shares almost the same characteristics with the case studies. The results shows that the Job satisfaction scale has a Cronbach alpha value of 0.842 while the Work-family balance scale has 0.67. The self-concept scale has a value of 0.71.

### **3.7 Method of Data Collection**

A letter of introduction and project attestation was obtained from the Department of Information Management, Lead City University Ibadan which was used to gain permission to conduct the survey on the office managers of the selected university Executive Administrators. The questionnaire was administered physically with the assistance of two research assistants who were trained by the researcher. The whole data collection exercise from all the institutions under study covered a period of six weeks combined.

### **3.8 Method of Data Analysis**

The data collected from the survey was coded and analyzed using the IBM SPSS statistics software version 2020. The demographic data was analyzed using descriptive statistics and inferential statistics such as simple frequency tables and percentages. The research questions would were analyzed using descriptive statistics, Hypothesis 1 and 2 were analyzed using linear regression and hypothesis 3 was analyzed using multiple regression analysis at 0.05 level of significance. All the hypothesis were tested at 0.05 level of significance. The Decision rule: 1.0.-1.49 = very low, 1.50-2.49 – low, 2.50 -3.49 = High, 3.50-4.00 = Very high was used

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### Endnotes

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## **Chapter Four**

### **Results and Discussion of Findings**

This chapter dealt with data presentation, analysis and the interpretation of the results.

The analysis is guided by the specific objectives and hypotheses that were formulated

in the study. The first section shows the presentation of the descriptive analysis using tables showing percentages and interpretations below the tables. Section two presents inferential statistics and discussion of findings comes at the later end of the chapter. The results presented were based on the research questions and hypotheses, which the study set out to answer and understudy. The Decision rule:  $-1.0$ - $1.49$  = very low,  $1.50$ - $2.49$  – low,  $2.50$  - $3.49$  = High,  $3.50$ - $4.00$  = Very high. Hypothesis will be test at 0.05 level of significance.

#### 4.1. Questionnaire Return Rate

Private Universities	Frequency	Percent
Ajayi Crowther University	22	21.0
Lead City University	31	29.5
Atiba University	3	2.9
Dominion University	17	16.2
Precious corner stone	16	15.2
Koladaisi University	16	15.2
<b>Total</b>	<b>105</b>	<b>100.0</b>

A total of one hundred and seventy-five (130) copies of questionnaire were administered, and one hundred and five (105) copies responses were received all duly filled. The usable questionnaire represented 80.8% response rate.

#### 4.2. Response rate:

#### 4.2: Demographic Data Analysis of Respondents

**Table 4.2: Demographic distribution of respondents**

Demographics	Items	Frequency	Percent
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<b>Gender</b>	Male	43	41.0
	Female	62	59.0
	<b>Total</b>	<b>105</b>	<b>100.0</b>

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**Marital Status**

Single	40	38.1
Married	65	61.9
<b>Total</b>	<b>105</b>	<b>100.0</b>

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**Educational Level**

Bsc	59	56.2
Masters	31	29.5
PhD.	11	10.5
Others	4	3.8
<b>Total</b>	<b>105</b>	<b>100.0</b>

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**Working Hours Per week**

Up to 40hours	49	46.7
41-48 hours	50	47.6
49-60hours	5	4.8
Above 60hours	1	1.0
<b>Total</b>	<b>105</b>	<b>100.0</b>

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**Work Experience**

0-3years	24	22.9
4-6years	21	20.0
7-9years	11	10.5
10-12years	10	9.5
12years above	39	37.1

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<b>Total</b>	<b>105</b>	<b>100.0</b>
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**Source: Researcher, 2023**

The table 4.2 above provide the demographic composition of a group of 105 respondents. It breaks down various key characteristics of this group, providing insights into their gender, marital status, educational levels, working hours per week, and work experience. The table shows that among the 105 respondents, 43 are male (making up 41% of the group) and 62 are female (constituting 59% of the total sample). In terms of marital status, 40 respondents are single (38.1% of the sample), and 65 are married (61.9% of the sample). The educational distribution reveals that 56.2% of the respondents hold a Bachelor of Science (BSc) degree, 29.5% have a Master's degree, 10.5% possess a PhD., and 3.8% fall into the "Others" category. When it comes to working hours per week, 46.7% of the respondents work up to 40 hours, 47.6% work between 41-48 hours, 4.8% work 49-60 hours, and only 1.0% work more than 60 hours. The last section details the years of work experience. It shows that 22.9% have 0-3 years of experience, 20.0% have 4-6 years, 10.5% have 7-9 years, 9.5% have 10-12 years, and the largest group, 37.1%, have 12 or more years of work experience.

**4.3. Analysis of Research Questions**

**4.3.1. Research Question 1**

**What is the level of job satisfaction of office managers in private universities in Oyo State?**

**Table 4.3: Level of Job Satisfaction of Office Managers in private Universities**

<b>Options</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
I am satisfied with the organization policy	27 (25.7%)	73 (69.5%)	3 (2.9%)	1 (1.0%)	1 (1.0%)	4.18
The organization policy is fair	13 (12.4%)	74 (70.5%)	10 (9.5%)	3 (2.9%)	5 (4.8%)	3.83
I have my reservations concerning the policy	19 (18.1%)	49 (46.7%)	24 (22.9%)	13 (12.4%)		3.70
<b>Average Mean</b>						<b>3.9</b>
<b>Supervision</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
I am satisfied with my supervisor's style of supervision	25 (23.8%)	62 (59.0%)	3 (2.9%)	3 (2.9%)	12 (11.4%)	3.81
I trust my supervisor	3 (34.3%)	56 (53.3%)	1 (1.0%)		12 (11.4%)	3.99
My supervisor allows for feedback	47 (44.8%)	58 (55.2%)				4.45
<b>Average Mean</b>						<b>4.1</b>
<b>Salary</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
My salary is satisfactory compared to other organizations	45 (42.9%)	59 (56.2%)	1 (1.0%)			4.42
Aside salary there are other benefits	17 (16.2%)	53 (50.5%)	10 (9.5%)	12 (11.4%)	13 (12.4%)	3.47
The organization have clear policies related to salaries, raises and	14 (13.3%)	57 (54.3%)	13 (12.4%)	12 (11.4%)	9 (8.6%)	3.52

bonuses?							
<b>Average Mean</b>							<b>3.8</b>
<b>Interpersonal Relationships</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>		<b>Mean</b>
I have opportunities to socialize with other during the workday?	21 (20.0%)	33 (31.4%)	18 (17.1%)	12 (11.4%)	21 (20.0%)		3.20
There is social media platform for socialization	38 (36.2%)	36 (34.3%)	26 (24.8%)		5 (4.8%)		3.97
I enjoy a sense of belonging	36 (34.3%)	37 (35.2%)	20 (19.0%)	10 (9.5%)	2 (1.9%)		3.90
<b>Average Mean</b>							<b>3.7</b>
<b>Working Condition</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>		<b>Mean</b>
My office is well equipped with ideal equipment	36 (34.3%)	48 (45.7%)	8 (7.6%)	7 (6.7%)	6 (5.7%)		3.96
I have adequate personal space and freedom	23 (21.9%)	46 (43.8%)	18 (17.1%)	10 (9.5%)	8 (7.6%)		3.63
My office is conducive atmospherically	21 (20.0%)	56 (53.3%)	18 (17.1%)	3 (2.9%)	7 (6.7%)		3.77
<b>Average Mean</b>							<b>3.8</b>
<b>Work It self</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>		<b>Mean</b>
I enjoy my work	27 (25.7%)	43 (41.0%)	14 (13.3%)	15 (14.3%)	6 (5.7%)		3.67
I always feel needed at work	47 (44.8%)	54 (51.4%)	3 (2.9%)	1 (1.0%)			4.40

I always feel a sense of efficiency base on commendation from my boss	34 (32.4%)	57 (54.3%)	6 (5.7%)	1 (1.0%)	7 (6.7%)	4.05
<b>Average Mean</b>						<b>4.04</b>
<b>Achievement</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
I have achieved a lot with my prowess	38 (36.2%)	58 (55.2%)	2 (1.9%)	6 (5.7%)	1 (1.0%)	4.20
I receive regular, timely feedback on how I am doing	41 (39.0%)	50 (47.6%)	13 (12.4%)		1 (1.0%)	4.24
I believed I am very useful and my skill is effectively utilized	16 (15.2%)	68 (64.8%)	13 (12.4%)		8 (7.6%)	3.80
<b>Average Mean</b>						<b>4.1</b>
<b>Recognition</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
I am always recognized for my major accomplishments on the job	28 (26.7%)	56 (53.3%)	10 (9.5%)	10 (9.5%)	1 (1.0%)	3.95
I always receive commendations from my boss	13 (12.4%)	66 (62.9%)	14 (13.3%)	1 (1.0%)	11 (10.5%)	3.66
There is special reward for staff exceptional performance	24 (22.9%)	52 (49.5%)	21 (20.0%)	7 (6.7%)	1 (1.0%)	3.87
<b>Average Mean</b>						<b>3.8</b>
<b>Responsibility</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
I enjoy work autonomy	15	41	21	10	18	3.24

	(14.3%)	(39.0%)	(20.0%)	(9.5%)	(17.1%)	
I feel responsible for what ever happens	16 (15.2%)	73 (69.5%)	14 (13.3%)	1 (1.0%)	1 (1.0%)	3.97
I feel relieved whenever I am given a task to achieve	15 (14.3%)	62 (59.0%)	20 (19.0%)	3 (2.9%)	5 (4.8%)	3.75
<b>Average Mean</b>						<b>3.7</b>
<b>Advancement</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
I receive promotion as at when due	27 (25.7%)	61 (58.1%)	4 (3.8%)	7 (6.7%)	6 (5.7%)	3.91
I have opportunity to further my education, go to conferences, and workshops	28 (26.7%)	44 (41.9%)	13 (12.4%)	9 (8.6%)	11 (10.5%)	3.66
I like the pace at which my career is moving	38 (36.2%)	46 (43.8%)	9 (8.6%)	1 (1.0%)	11 (10.5%)	3.94
<b>Average Mean</b>						<b>3.8</b>
<b>Grand Mean</b>						<b>3.5</b>

Decision rule -1.00 - 1.99 = very low, 2.00 - 2.50 = low, 2.51 – 2.99 Moderate, 3.00 – 3-49 = high, 3.50-4.00= very high.

**Source: Researcher, 2023**

For the measure ‘Organization Policy’, the table 4.3 above showed that approximately 95.2% of respondents either strongly agreed or agreed with this statement that they are satisfied with the organization policy. About 2.9% were undecided, while only 2.0% either disagreed or strongly disagreed. The average mean score of 4.18 indicates a high level of overall satisfaction with the organization's policies. These suggests that a significant majority of respondents view the organization's policies positively. More so, a majority of respondents, around 83.0%, either strongly agreed and agreed that

the organization's policies are fair. While about 9.5% were undecided, and 7.7% either disagreed or strongly disagreed with this statement. The average mean score of 3.83 suggests that, on average, respondents find the organization's policies to be somewhat fair, but there is a bit more variation in responses compared to the first statement. Furthermore, 64.8% of respondents either strongly agreed or agreed that they have reservations about the organization's policies. A substantial 22.9% were undecided, and 12.4% either disagreed or strongly disagreed. The average mean score of 3.70 indicates that, on average, respondents do have reservations about the policies, although the level of concern is not as high as in the first statement. Overall, the average mean score across all three statements is 3.9, suggesting that, on average, respondents have a moderately positive view of the organization's policies. The highest level of agreement and satisfaction is observed in the first statement, "I am satisfied with the organization policy," with an average mean score of 4.18. On the other hand, the third statement, "I have my reservations concerning the policy," shows a lower average mean, indicating that respondents, on average, have more reservations about the policies compared to the other two statements.

For the second measure 'Supervision', the table 4.3 above showed that Roughly 82.8% of respondents either strongly agreed or agreed with this statement, indicating a significant level of satisfaction with their supervisor's style of supervision. Approximately 2.9% were undecided, and 14.3% either disagreed or strongly disagreed. The mean score of 3.81 suggests that, on average, respondents are moderately satisfied with their supervisor's style of supervision. More so, a significant majority of respondents, around 87.6%, either strongly agreed or agreed that they trust their supervisor. Only 1.0% were undecided, while 11.4% either disagreed or strongly

disagreed. The mean score of 3.99 indicates that, on average, respondents trust their supervisor, and this trust is relatively high. Furthermore, an overwhelming majority, 100% of respondents, either strongly agreed or agreed that their supervisor allows for feedback.

There were no respondents who were undecided, disagreed, or strongly disagreed with this statement. The mean score of 4.45 is the highest among the three statements, indicating that respondents are highly positive about their supervisor's openness to feedback.

The "Average Mean" of 4.1 suggests an overall positive view of the supervisory aspects assessed in the survey. Respondents reported a high level of trust in their supervisors and strong satisfaction with their supervisor's style of supervision. The statement with the highest average mean, "My supervisor allows for feedback," reflects that respondents overwhelmingly perceive their supervisors as receptive to input and feedback. In summary, these results indicate that, on the whole, respondents have a positive perspective on their supervisors, their supervision style, and the trust they have in them. Additionally, the high average mean of 4.1 suggests a generally favorable view of the supervisory aspects in this survey.

The third measure 'salary', table 4.3 above showed that a significant majority of respondents, approximately 99.1%, either strongly agreed or agreed that their salary is satisfactory compared to other organizations. This indicates a high level of satisfaction with their current salary. Only 1.0% of respondents were undecided on this statement. The mean score of 4.42 is notably high, suggesting that, on average, respondents are very satisfied with their current salary compared to other organizations. About two-thirds of respondents, roughly 66.7%, either strongly agreed

or agreed that there are other benefits aside from salary in their organization. There was a significant 23.9% who were either undecided or had reservations about this statement. The mean score of 3.47 suggests that, on average, respondents have a moderately positive perception of the benefits aside from their salary. A substantial majority, around 67.6%, either strongly agreed or agreed that the organization has clear policies related to salaries, raises, and bonuses. There were respondents (23.8%) who were either undecided or disagreed with this statement. The mean score of 3.52 indicates that, on average, respondents have a moderately positive view of the clarity of their organization's policies related to compensation. The "Average Mean" of 3.8 suggests an overall positive perspective on salary and related policies within the organization. Respondents expressed a high level of satisfaction with their current salary compared to other organizations. However, while respondents generally perceived the presence of benefits other than salary and clear policies related to compensation, the average mean scores for these two statements were slightly lower, indicating a moderate level of agreement. In summary, respondents are highly satisfied with their current salaries compared to other organizations, but they have somewhat mixed opinions about the presence of benefits beyond salary and the clarity of salary-related policies within their organization. The overall sentiment regarding salary-related aspects, as reflected in the average mean of 3.8, is generally positive.

The fourth measure 'Interpersonal Relationships' table 3.4 showed that approximately half of the respondents, about 51.4%, either strongly agreed or agreed that they have opportunities to socialize with others during the workday. This suggests that a significant portion of respondents feels they have chances to interact with colleagues during work hours. Around 17.1% of respondents were undecided or

had mixed feelings about this statement, while 31.4% disagreed or strongly disagreed. The mean score of 3.20 indicates that, on average, respondents have a moderately positive view of their opportunities for socialization during the workday, but there is room for improvement. A substantial majority, around 70.5%, either strongly agreed or agreed that there is a social media platform for socialization in their organization. About 24.8% of respondents were either undecided or had reservations about this statement, while only 4.8% disagreed or strongly disagreed. The mean score of 3.97 suggests that, on average, respondents view the availability of a social media platform for socialization in a positive light, with room for further improvement. A significant majority of respondents, approximately 69.5%, either strongly agreed or agreed that they enjoy a sense of belonging in their organization. Around 19.0% of respondents were either undecided or had reservations, and 11.4% either disagreed or strongly disagreed. The mean score of 3.90 indicates that, on average, respondents have a positive perception of their sense of belonging in the organization. The "Average Mean" of 3.7 suggests an overall positive perspective on interpersonal relationships within the workplace. Respondents generally feel they have opportunities for socialization during the workday, that there is a social media platform for socialization, and that they enjoy a sense of belonging in their organization. In summary, respondents tend to have a positive outlook on the availability of socialization opportunities during work hours, the existence of a social media platform for socialization, and their sense of belonging within the organization. The overall sentiment regarding interpersonal relationships in the workplace, as reflected in the average mean of 3.7, is generally favorable, with slight variations.

The fifth measure 'working condition', a significant majority of respondents, approximately 80.0%, either strongly agreed or agreed that their office is well equipped with ideal equipment. This indicates that most respondents feel that their workplace is adequately equipped with the necessary tools. About 7.6% of respondents were undecided, while 12.4% either disagreed or strongly disagreed. The mean score of 3.96 suggests that, on average, respondents view their office's equipment and facilities positively, with room for further improvement. A substantial majority, around 65.7%, either strongly agreed or agreed that they have adequate personal space and freedom in their workplace. About 17.1% of respondents were either undecided or had reservations about this statement, while 17.1% either disagreed or strongly disagreed. The average mean score of 3.63 indicates that, on average, respondents view their personal space and freedom at work somewhat positively, but there is also room for improvement in this aspect. A significant majority, approximately 73.3%, either strongly agreed or agreed that their office is conducive atmospherically. About 17.1% of respondents were either undecided or had reservations about this statement, while only 9.6% either disagreed or strongly disagreed. The average score of 3.77 suggests that, on average, respondents view the office atmosphere positively, with room for some improvement. The "Average Mean" of 3.8 indicates an overall positive perspective on working conditions in the workplace. Respondents generally feel that their offices are well equipped with ideal equipment, that they have adequate personal space and freedom, and that the office atmosphere is conducive. In summary, respondents tend to have a positive outlook on their working conditions, with a favorable view of the equipment and facilities, personal space and freedom, and the office atmosphere. The overall sentiment

regarding working conditions in the workplace, as reflected in the average mean of 3.8, is generally positive, with some significant variations.

The sixth measure 'work itself', table 4.3 above showed that a significant portion of respondents, approximately 66.7%, either strongly agreed or agreed that they enjoy their work. This indicates that a majority of respondents find their work enjoyable. About 13.3% of respondents were undecided, while 20% either disagreed or strongly disagreed with this statement. The mean score of 3.67 suggests that, on average, respondents have a moderately positive view of their enjoyment of their work. A substantial majority, around 96.2%, either strongly agreed or agreed that they always feel needed at work. This suggests that respondents overwhelmingly feel valued in their roles. There were very few respondents (2.9%) who were undecided, and only a small percentage (1.0%) either disagreed or strongly disagreed. The average mean score of 4.40 indicates that, on average, respondents strongly feel needed and valued at their workplace. A significant majority of respondents, approximately 86.7%, either strongly agreed or agreed that they feel a sense of efficiency based on commendation from their boss. About 5.7% were undecided, and 7.7% either disagreed or strongly disagreed with this statement. The average mean score of 4.05 suggests that, on average, respondents feel a high degree of efficiency and recognition based on commendations from their superiors. The "Average Mean" of 4.04 reflects an overall positive perspective on the nature of the work itself. Respondents tend to enjoy their work, feel consistently needed at work, and experience a strong sense of efficiency and recognition based on commendations from their superiors. In summary, respondents expressed a positive outlook on their work, feeling both valued and efficient in their roles. The overall sentiment regarding the nature of the work, as

reflected in the high average mean of 4.04, is notably positive, with strong agreement among respondents.

The seventh measure 'Achievement', table 4.3 showed that a significant majority of respondents, approximately 91.4%, either strongly agreed or agreed that they have achieved a lot with their skills and abilities. This suggests that the majority of respondents feel accomplished in their roles. About 1.9% of respondents were undecided, while 7.7% either disagreed or strongly disagreed with this statement. The average mean score of 4.20 indicates that, on average, respondents have a highly positive view of their achievements based on their skills and prowess. A substantial majority, around 86.6%, either strongly agreed or agreed that they receive regular, timely feedback on their performance. This suggests that respondents feel they are well-informed about their work performance. About 12.4% of respondents were either undecided or had mixed feelings about this statement, while only 1.0% disagreed or strongly disagreed. The mean score of 4.24 indicates that, on average, respondents have a very positive view of the feedback and communication regarding their performance. A majority of respondents, approximately 80.0%, either strongly agreed or agreed that they believe they are very useful, and their skills are effectively utilized in their roles. This indicates that most respondents feel their skills are put to good use. About 12.4% of respondents were either undecided, and 7.6% either disagreed or strongly disagreed with this statement. The mean score of 3.80 suggests that, on average, respondents have a moderately positive view of the effectiveness of their skills in their roles. The "Average Mean" of 4.1 reflects an overall highly positive perspective on achievement and performance in the workplace. Respondents generally feel accomplished, well-informed about their performance, and believe their skills are

effectively utilized. In summary, respondents express a strong sense of accomplishment, timely feedback, and effective skill utilization in their roles. The overall sentiment regarding achievement and performance, as reflected in the high average mean of 4.1, is very positive, with strong agreement among respondents.

The eight measure 'Recognition', table 4.3 showed that a significant majority of respondents, approximately 80.0%, either strongly agreed or agreed that they are always recognized for their major accomplishments on the job. This suggests that the majority of respondents feel acknowledged for their significant achievements. About 9.5% of respondents were undecided, while 19.0% either disagreed or strongly disagreed with this statement. The mean score of 3.95 indicates that, on average, respondents have a highly positive view of the recognition they receive for their major accomplishments at work. A majority of respondents, around 75.3%, either strongly agreed or agreed that they always receive commendations from their boss. This suggests that most respondents feel recognized and appreciated by their superiors. About 13.3% of respondents were either undecided, while 14.5% either disagreed or strongly disagreed with this statement. The mean score of 3.66 suggests that, on average, respondents have a moderately positive view of the commendations and recognition they receive from their superiors. A substantial majority, approximately 72.4%, either strongly agreed or agreed that there is a special reward for exceptional performance among staff. This indicates that respondents generally perceive that there are incentives for exceptional work. About 20.0% of respondents were either undecided or had reservations about this statement, while 8.7% either disagreed or strongly disagreed. The mean score of 3.87 indicates that, on average, respondents have a moderately positive view of the existence of special rewards for exceptional

staff performance. The "Average Mean" of 3.8 reflects an overall positive perspective on recognition and rewards in the workplace. Respondents generally feel recognized for their major accomplishments, receive commendations from their boss, and perceive the presence of special rewards for exceptional staff performance. In summary, respondents express a positive outlook on recognition and rewards for their accomplishments and performance at work. The overall sentiment regarding recognition and rewards, as reflected in the average mean of 3.8, is generally positive, with strong agreement among respondents.

The Ninth measure 'Responsibility' Approximately 53.3% of respondents either strongly agreed or agreed that they enjoy work autonomy, which suggests that slightly more than half of the respondents appreciate having a degree of independence and control over their work.

About 20.0% of respondents were undecided or had mixed feelings, while 26.7% either disagreed or strongly disagreed with this statement. The mean score of 3.24 indicates that, on average, respondents have a moderately positive view of work autonomy but with a notable portion who may not share the same sentiment. A significant majority of respondents, around 84.7%, either strongly agreed or agreed that they feel responsible for whatever happens, indicating a strong sense of accountability. About 13.3% of respondents were either undecided or had mixed feelings, while only 2.0% either disagreed or strongly disagreed with this statement. The mean score of 3.97 suggests that, on average, respondents strongly identify with a sense of responsibility for their work outcomes. A majority of respondents, approximately 73.3%, either strongly agreed or agreed that they feel relieved when

given a task to achieve. This suggests that most respondents view tasks as opportunities rather than burdens. About 19.0% of respondents were either undecided or had mixed feelings, and only 7.7% either disagreed or strongly disagreed with this statement. The average mean score of 3.75 indicates that, on average, respondents have a moderately positive view of feeling relieved when assigned tasks, although there is a slight variation in responses. The "Average Mean" of 3.7 suggests an overall positive perspective on responsibility and task assignment in the workplace. Respondents generally feel responsible for their work outcomes and often welcome new tasks, though there may be some variation in their views on work autonomy. In summary, respondents express a strong sense of responsibility and a positive outlook on receiving new tasks. The overall sentiment regarding responsibility and task assignments, as reflected in the average mean of 3.7, is generally positive, with varying degrees of agreement among respondents on the topic of work autonomy.

The Tenth measure 'Advancement', the table 4.3 above showed that a significant portion of respondents, approximately 83.8%, either strongly agreed or agreed that they receive promotions as and when due. This indicates that the majority of respondents feel they are advancing in their careers in a timely manner. About 3.8% of respondents were undecided, while 12.4% either disagreed or strongly disagreed with this statement. The mean score of 3.91 indicates that, on average, respondents have a moderately positive view of the timeliness of their career advancement through promotions. A majority of respondents, around 68.6%, either strongly agreed or agreed that they have opportunities to further their education and participate in conferences and workshops. This suggests that most respondents feel they have access to resources for professional development. About 12.4% of respondents were either

undecided, and 19.1% either disagreed or strongly disagreed with this statement. The average mean score of 3.66 indicates that, on average, respondents have a moderately positive view of the opportunities for further education and skill enhancement in their organization. A significant majority of respondents, approximately 80.0%, either strongly agreed or agreed that they like the pace at which their career is advancing. This indicates that most respondents feel satisfied with the speed of their career progression. About 8.6% of respondents were either undecided, while 11.5% either disagreed or strongly disagreed with this statement. The average mean score of 3.94 suggests that, on average, respondents have a moderately positive view of the pace of their career advancement. The " Mean Score" of 3.8 reflects an overall positive perspective on career advancement and opportunities for professional development. Respondents generally feel they receive promotions in a timely manner, have access to educational opportunities, and are satisfied with the pace of their career progression. The overall sentiment regarding advancement, as reflected in the average mean of 3.8, is generally positive, with varying degrees of agreement among respondents on different aspects.

Overall, the "Grand Mean" of 3.5 represents the average means for all the aspects assessed, indicating an overall moderately positive sentiment across the various areas of the survey. In summary, respondents express positive views about career advancement, educational opportunities, and the pace of their career progression.

### 4.3.2. Research Question 2

**What are the dimensions of work-family balance of office managers in private universities in Oyo State?**

**Table 4.4: Dimension of work-family balance of Office Managers**

<b>Work Place Support (WPS)</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
I work in an environment that is supportive of my family and personal commitments	21 (20.0%)	70(66.7%)	9 (8.6%)		5 (4.8%)	3.97
I have adequate technology support (laptops, internet access, VPN connectivity, etc) to be able to work away from office	20 (19.0%)	42 (40.0%)	21 (20.0%)	7 (6.7%)	15 (14.3%)	3.43
My organization believes in having healthy Work Life Balance Practices	15 (14.3%)	75 (71.4%)	14 (13.3%)	1 (1.0%)		3.99
<b>Average Mean</b>						<b>3.8</b>
<b>Personal Life Interference with Work (PLIW)</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
I am often preoccupied with home related thoughts during work hours	15 (14.3%)	30 (28.6%)	5 (4.8%)	30 (28.6%)	25 (23.8%)	2.81
I am often distracted by personal/family worries while at work	2 (1.9%)	18 (17.1%)	15 (14.3%)	34 (32.4%)	36 (34.3%)	2.20
My spouse does not understand my work demands which	7 (6.7%)	14 (13.3%)	18 (17.1%)	41 (39.0%)	25 (23.8%)	2.40

impacts on my marital relationship						
<b>Average Mean</b>						<b>2.5</b>
<b>Work Interference with Personal Life (WIPL)</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
My job requires me to work after hours to complete my routine tasks	36 (34.3%)	31 (29.5%)	4 (3.8%)	16 (15.2%)	18 (17.1%)	3.49
I am often preoccupied with office tasks even after I get home	10 (9.5%)	30 (28.6%)	3 (2.9%)	28 (26.7%)	34 (32.4%)	2.56
I come home from work too late to look after family roles	11 (10.5%)	26 (24.8%)	11 (10.5%)	32 (30.5%)	25 (23.8%)	2.68
<b>Average Mean</b>						<b>2.9</b>
<b>Satisfaction with Work-Life Balance (SWLB)</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
I am satisfied with my ability to meet the needs of my job with those of my personal life	21 (20.0%)	59 (56.2%)	5 (4.8%)	12 (11.4%)	8 (7.6%)	3.70
I am successful in managing my home and work demands	31 (29.5%)	60 (57.1%)	3 (2.9%)	4 (3.8%)	7 (6.7%)	3.99
I am satisfied with the way I divide my time between work and personal life	22 (21.0%)	59 (56.2%)	18 (17.1%)		6 (5.7%)	3.92
<b>Average Mean</b>						<b>3.9</b>
<b>Improved</b>	<b>Strong</b>	<b>Agree</b>	<b>Undeci</b>	<b>Disagr</b>	<b>Strong</b>	<b>Mean</b>

<b>Effectiveness at Work (IEW)</b>	<b>ly Agree</b>		<b>ded</b>	<b>ee</b>	<b>ly Disagree</b>	
My balanced life gives me ability to function effectively at work	33 (31.4%)	60 (57.1%)	1 (1.0%)	4 (3.8%)	7 (6.7%)	4.03
WLB contributes to improved staff motivation and Commitment	33 (31.4%)	51 (48.6%)	11 (10.5%)	4 (3.8%)	6 (5.7%)	3.96
Satisfaction with WLB helps in building good teams, creative people and positive attitudes	33 (31.4%)	60 (57.1%)	2 (1.9%)	4 (3.8%)	6 (5.7%)	4.05
<b>Average Mean</b>						<b>4.0</b>
<b>Grand Mean</b>						<b>4.3</b>

Decision rule 1.00 - 1.99 = very low, 2.00 - 2.50 = low, 2.51 – 2.99 Moderate, 3.00 – 3-4.9 = high, 3.50-4.00= very high.

**Source: Researcher, 2023**

The table 4.4 above showed the responses of respondents regarding Work family balance. The first measure “Work place support (WPS). A significant majority of respondents, approximately 86.7%, either strongly agreed or agreed that they work in an environment that is supportive of their family and personal commitments. This suggests that most respondents feel their workplace is accommodating of their personal life. About 8.6% of respondents were undecided, while only 4.8% either disagreed or strongly disagreed with this statement. The mean score of 3.97 indicates that, on average, respondents have a highly positive view of the supportiveness of their workplace for family and personal commitments. Approximately 59.0% of respondents either strongly agreed or agreed that they have adequate technology support to work away from the office. This indicates that a majority of respondents feel they have the necessary tools for remote work. About 20.0% of respondents were

undecided, while 26.0% either disagreed or strongly disagreed with this statement. The mean score of 3.43 suggests that, on average, respondents have a moderately positive view of the technology support for remote work, but with a significant portion expressing uncertainty or dissatisfaction. A significant majority of respondents, approximately 85.7%, either strongly agreed or agreed that their organization believes in having healthy work-life balance practices. This indicates that most respondents perceive their organization as supportive of work-life balance. About 13.3% of respondents were either undecided, while only 1.0% either disagreed or strongly disagreed with this statement. The mean score of 3.99 indicates that, on average, respondents have a highly positive view of their organization's commitment to work-life balance practices. The "Average Mean" of 3.8 reflects an overall highly positive perspective on workplace support for personal commitments and work-life balance. Respondents generally feel supported in these areas. In summary, respondents express strong positive views regarding their workplace's support for family and personal commitments, their organization's work-life balance practices, and to some extent, the availability of technology support for remote work. The overall sentiment regarding workplace support, as reflected in the average mean of 3.8, is highly positive, with strong agreement among respondents in areas related to personal and family life support.

The second measure 'Personal Life Interference with Work (PLIW). Approximately 42.9% of respondents indicated that they are often preoccupied with home-related thoughts during work hours. This suggests that a significant portion of respondents find it challenging to fully focus on work without thoughts of home life intruding. About 4.8% of respondents were undecided, while 52.4% either disagreed or strongly

disagreed with this statement. The mean score of 2.81 indicates that, on average, respondents tend to have a moderately negative view of being preoccupied with home-related thoughts during work hours. A significant majority of respondents, approximately 66.7%, indicated that they are often distracted by personal/family worries while at work. This suggests that the majority of respondents face challenges in maintaining full concentration at work due to personal or family concerns. About 14.3% of respondents were undecided, while only 19.0% either disagreed or strongly disagreed with this statement. The mean score of 2.20 indicates that, on average, respondents have a negative view of being distracted by personal or family worries while at work. A significant majority, around 64.3%, agreed or strongly agreed that their spouse does not understand their work demands, which has an impact on their marital relationship. This suggests that many respondents perceive a lack of understanding from their spouses regarding the demands of their jobs. About 17.1% of respondents were undecided, while 39.0% either disagreed or strongly disagreed with this statement. The mean score of 2.40 indicates that, on average, respondents have a negative view of the impact of work demands on their marital relationships due to a lack of understanding from their spouses. The "Average Mean" of 2.5 reflects an overall moderately negative perspective on personal life interference with work. Respondents generally indicated challenges in maintaining focus at work due to personal and family worries, and concerns about their marital relationships due to a lack of understanding from their spouses regarding work demands. In summary, respondents express concerns about the impact of personal life on work and work on personal life, particularly in terms of focus and marital relationships. The overall sentiment regarding personal life interference with work, as reflected in the average

mean of 2.5, is moderately negative, with strong agreement among respondents on these challenges.

The third measure 'Work Interference with Personal Life (WIPL)" Approximately 63.8% of respondents agreed or strongly agreed that their job requires them to work after hours to complete routine tasks. This suggests that a significant portion of respondents find it necessary to extend their working hours to manage their workload. About 3.8% of respondents were undecided, while 31.9% either disagreed or strongly disagreed with this statement. The average mean score of 3.49 indicates that, on average, respondents tend to have a moderately negative view of the requirement to work after hours to complete routine tasks. A majority of respondents, approximately 61.1%, agreed or strongly agreed that they are often preoccupied with office tasks even after they get home. This suggests that many respondents find it challenging to disconnect from work. About 2.9% of respondents were undecided, while 35.6% either disagreed or strongly disagreed with this statement. The average mean score of 2.56 indicates that, on average, respondents tend to have a moderately negative view of being preoccupied with office tasks after returning home. A majority of respondents, around 61.0%, agreed or strongly agreed that they come home from work too late to fulfill their family roles. This indicates that many respondents perceive work-related time constraints affecting their family responsibilities. About 10.5% of respondents were undecided, while 28.8% either disagreed or strongly disagreed with this statement. The average mean score of 2.68 suggests that, on average, respondents tend to have a moderately negative view of coming home late from work and its impact on family roles. The "Average Mean" of 2.9 reflects an overall moderately negative perspective on work interference with personal life.

Respondents generally indicated challenges in balancing work demands and personal life responsibilities, with concerns about working after hours and feeling preoccupied with work even at home. In summary, respondents express concerns about the impact of work on their personal lives, particularly in terms of working after hours and being preoccupied with office tasks even after leaving the workplace. The overall sentiment regarding work interference with personal life, as reflected in the average mean of 2.9, is moderately negative, with strong agreement among respondents on these challenges.

The Fourth measure 'Satisfaction with Work-Life Balance (SWLB)' Approximately 76.2% of respondents either strongly agreed or agreed that they are satisfied with their ability to balance the needs of their job with those of their personal life. This suggests that a significant majority of respondents feel content with their work-life balance. About 16.2% of respondents were undecided or had mixed feelings, while only 7.6% either disagreed or strongly disagreed with this statement. The mean score of 3.70 indicates that, on average, respondents have a moderately positive view of their ability to balance work and personal life effectively. A significant majority, approximately 86.6%, either strongly agreed or agreed that they are successful in managing their home and work demands. This indicates that most respondents feel capable of effectively balancing their responsibilities. About 6.7% of respondents were undecided, while only 6.7% either disagreed or strongly disagreed with this statement. The average mean score of 3.99 suggests that, on average, respondents have a highly positive view of their ability to manage home and work demands effectively. A majority of respondents, around 77.2%, either strongly agreed or agreed that they are satisfied with the way they divide their time between work and personal life. This indicates that most respondents feel content with their time allocation. About 17.1%

of respondents were either undecided, while 5.7% either disagreed or strongly disagreed with this statement. The mean score of 3.92 indicates that, on average, respondents have a moderately positive view of how they divide their time between work and personal life. The "Average Mean" of 3.9 reflects an overall highly positive perspective on satisfaction with work-life balance. Respondents generally expressed contentment with their ability to balance the demands of their job and personal life, manage their responsibilities effectively, and allocate their time satisfactorily. In summary, respondents express strong satisfaction with their work-life balance, with a highly positive sentiment in terms of their ability to balance responsibilities, manage demands, and divide their time effectively. The overall sentiment regarding work-life balance, as reflected in the average mean of 3.9, is highly positive, with strong agreement among respondents on their contentment in this area.

The fifth measure 'Improve Effectiveness at Work' Approximately 88.5% of respondents either strongly agreed or agreed that their balanced life gives them the ability to function effectively at work. This suggests that the vast majority of respondents feel that a balanced work-life situation positively impacts their work effectiveness. About 3.8% of respondents were undecided, while 7.7% either disagreed or strongly disagreed with this statement. The mean score of 4.03 indicates that, on average, respondents have a highly positive view of the relationship between work-life balance and their work effectiveness. A significant majority, approximately 79.9%, either strongly agreed or agreed that work-life balance contributes to improved staff motivation and commitment. This indicates that most respondents believe that a balanced work-life situation positively influences staff morale and commitment. About 10.5% of respondents were undecided, while 9.5% either

disagreed or strongly disagreed with this statement. The average mean score of 3.96 suggests that, on average, respondents have a moderately positive view of the link between work-life balance and staff motivation and commitment. A majority of respondents, around 88.5%, either strongly agreed or agreed that satisfaction with work-life balance helps in building good teams, creative people, and positive attitudes. This suggests that most respondents believe that work-life balance plays a key role in team dynamics and individual creativity. About 5.7% of respondents were either undecided, while 5.7% either disagreed or strongly disagreed with this statement. The mean score of 4.05 indicates that, on average, respondents have a highly positive view of the role of work-life balance in building good teams and fostering positive attitudes. The "Average Mean" of 4.0 reflects an overall highly positive perspective on the relationship between work-life balance and work effectiveness, staff motivation, commitment, and team dynamics. Respondents expressed a strong belief in the positive influence of work-life balance on various aspects of work. The "Grand Mean" of 4.3 represents the overall mean for all the aspects assessed, indicating an overall highly positive sentiment across the various areas of the survey. In summary, respondents express a strong belief in the positive impact of work-life balance on work effectiveness, staff motivation, commitment, team dynamics, creativity, and positive attitudes.

### 4.3.3. Research Question Three

What is the Self-concept of Office Managers in Private Universities in Oyo State?

Table 4.5. Self-concept of Office Managers in Private Universities

Options	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean
I am satisfied with what I am achieving in my life.	28 (26.7%)	39 (37.1%)		23 (21.9%)	15 (14.3%)	2.76
So far, I have achieved every important goal I have set for myself.	8 (7.6%)	34 (32.4%)		41 (39.0%)	22 (21.0%)	2.27
I have yet to achieve anything I consider to be important in my life.	17 (16.2%)	52 (49.5%)		15 (14.3%)	21 (20.0%)	2.62
I feel proud of how I am managing my life.	37 (35.2%)	44 (41.9%)	1 (1.0%)	17 (16.2%)	6 (5.7%)	3.10
<b>Average Mean</b>						<b>2.7</b>
Autonomy	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean
I depend on other people more than the	4	10	4 (3.8%)	53 (50.5%)	34	1.96

majority of those I know	(3.8%)	(9.5%)			(32.4%)	
In order to do anything, I first need other people's approval.	3 (2.9%)	19 (18.1%)	4 (3.8%)	45 (42.9%)	34 (32.4%)	2.03
I find it hard to embark on anything without other people's support.	8 (7.6%)	19 (18.1%)		51 (48.6%)	27 (25.7%)	2.08
When taking a decision, I depend too much on other people's opinions.	9 (8.6%)	11 (10.5%)		59 (56.2%)	26 (24.8%)	2.03
<b>Average Mean</b>						<b>2.02</b>
<b>Emotional Adjustment</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
If I'm feeling down, I find it hard to snap out of it.	5 (4.8%)	32 (30.5%)		39 (37.1%)	29 (27.6%)	2.12
I consider myself to be a very uptight and highly strong person.	36 (34.3%)	37 (35.2%)		22 (21.0%)	10 (9.5%)	2.94
I am more sensitive than the majority of people.	24 (22.9%)	52 (49.5%)	1 (1.0%)	24 (22.9%)	4 (3.8%)	2.94
I am an emotionally strong person.	28 (26.7%)	60 (57.1%)	1 (1.0%)	13 (12.4%)	3 (2.9%)	3.10
<b>Average Mean</b>						<b>2.8</b>
<b>Honesty with Self</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>

	Agree			Disagree			
I am a trustworthy person.	49 (46.7%)	44 (41.9%)	2 (1.9%)	4 (3.8%)	6 (5.7%)		3.35
I am a man/woman of my word(mentally tough)	64 (61.0%)	36 (34.3%)		5 (4.8%)			3.56
I am a decent, honest person.	48 (45.7%)	50 (47.6%)			7 (6.7%)		3.32
I try not to do anything that might hurt others.	57 (54.3%)	46 (43.8%)	1 (1.0%)		1 (1.0%)		3.54
<b>Average Mean</b>							<b>3.4</b>
<b>Grand Mean</b>							<b>2.7</b>

Decision rule 1.00 - 1.99 = very low, 2.00 - 2.50 = low, 2.51 – 2.99 Moderate, 3.00 – 3-49 = high, 3.50-4.00= very high.

**Source: Researcher, 2023**

Table 3.5 above shows that responses of respondent regarding perception about self. The first measure 'self-fulfilment', a significant portion of respondents, approximately 64.8%, either agreed or strongly agreed that they are satisfied with what they are achieving in their lives. These indicates that a substantial majority of respondents are content with their life achievements. About 21.9% of respondents were undecided, while only 13.3% either disagreed or strongly disagreed with this statement. The mean score of 2.76 suggests that, on average, respondents have a moderately positive level of satisfaction with their life achievements. A notable percentage of respondents, approximately 39.9%, either agreed or strongly agreed that they have achieved every important goal they set for themselves. This indicates that a significant portion of respondents feel successful in reaching their important life goals. About 39.0% of respondents were undecided, while 21.0% either disagreed or strongly disagreed with this statement. The mean score of 2.27 indicates that, on

average, respondents have a moderately positive perception of their goal achievements. A significant percentage of respondents, approximately 65.7%, either agreed or strongly agreed that they have yet to achieve things they consider important in their lives. This suggests that a notable majority of respondents still have unfulfilled important goals or ambitions. About 14.3% of respondents were undecided, while 20.0% either disagreed or strongly disagreed with this statement. The average mean score of 2.62 indicates that, on average, respondents tend to have a moderately positive perception of unfulfilled important life goals. A significant majority of respondents, approximately 76.7%, either agreed or strongly agreed that they feel proud of how they are managing their lives. This indicates that the vast majority of respondents have a sense of pride in their life management. Only 1.0% of respondents were undecided, while 22.3% either disagreed or strongly disagreed with this statement. The mean score of 3.10 indicates that, on average, respondents tend to have a moderately high level of pride in their life management. In summary, respondents express a range of sentiments regarding self-fulfillment, with the majority feeling satisfaction with their achievements and pride in how they are managing their lives. However, there is also a significant percentage that feels they have yet to achieve important goals. The overall perception regarding self-fulfillment, as reflected in the average mean of 2.7, is moderately positive, indicating a diverse range of feelings among respondents regarding their life accomplishments and goals.

For the Second measure 'Autonomy', Only 13.3% of respondents either agreed or strongly agreed that they depend on other people more than the majority of those they know. This indicates that a relatively small portion of respondents feel they rely heavily on others. About 3.8% of respondents were undecided, while a significant

majority of 82.9% either disagreed or strongly disagreed with this statement. The average mean score of 1.96 indicates that, on average, respondents tend to have a moderately low level of dependency on others. A small minority, only 21.0% of respondents either agreed or strongly agreed that they need other people's approval to do anything. This suggests that the majority of respondents do not require external approval for their actions. About 3.8% of respondents were undecided, while 75.2% either disagreed or strongly disagreed with this statement. The average mean score of 2.03 indicates that, on average, respondents tend to have a moderately low need for external approval. A relatively small portion, only 25.7% of respondents either agreed or strongly agreed that they find it hard to embark on anything without other people's support. This indicates that the majority of respondents do not struggle with self-initiated actions. About 7.6% of respondents were undecided, while 66.4% either disagreed or strongly disagreed with this statement. The average mean score of 2.08 indicates that, on average, respondents tend to have a moderately low level of dependence on others for support. Only 19.1% of respondents either agreed or strongly agreed that they depend so much on other people's opinions when making decisions. This suggests that most respondents do not overly rely on others' opinions. About 19.1% of respondents were undecided, while a significant majority of 81.0% either disagreed or strongly disagreed with this statement. The average mean score of 2.03 indicates that, on average, respondents tend to have a moderately low level of dependence on others' opinions when making decisions. In summary, respondents generally express a low level of dependency on others in various aspects of their lives, including decision-making, seeking approval, and seeking support. The overall sentiment regarding autonomy, as reflected in the average mean of 2.02, is moderately

low, with a strong consensus among respondents on their self-reliance and independence.

The third measure 'Emotional Adjustment' A small percentage of respondents, approximately 35.9%, either agreed or strongly agreed that they find it hard to snap out of feeling down. This suggests that a significant portion of respondents do not struggle with emotional adjustments.

About 27.6% of respondents were undecided, while 36.5% either disagreed or strongly disagreed with this statement. The average mean score of 2.12 indicates that, on average, respondents tend to have a moderately low difficulty in snapping out of feeling down. Moreover, A significant portion, approximately 69.5%, either agreed or strongly agreed that they consider themselves to be uptight and highly strung. This suggests that a notable majority of respondents view themselves as such. About 21.0% of respondents were undecided, while 9.5% either disagreed or strongly disagreed with this statement. The average mean score of 2.94 indicates that, on average, respondents tend to have a moderately high perception of being uptight or highly strung. Furthermore, a significant majority, approximately 72.4%, either agreed or strongly agreed that they are more sensitive than the majority of people. This indicates that most respondents view themselves as more sensitive. About 3.8% of respondents were undecided, while 23.8% either disagreed or strongly disagreed with this statement. The average mean score of 2.94 indicates that, on average, respondents tend to have a moderately high level of self-perceived sensitivity. Again, a significant majority, approximately 83.8%, either agreed or strongly agreed that they consider themselves emotionally strong. This suggests that most respondents view

themselves as emotionally strong individuals. About 1.0% of respondents were undecided, while 15.3% either disagreed or strongly disagreed with this statement. The average mean score of 3.10 indicates that, on average, respondents tend to have a moderately high perception of their emotional strength. In summary, respondents express a range of emotional adjustment characteristics. While many consider themselves emotionally strong and sensitive, a smaller percentage find it hard to snap out of feeling down, and a significant majority perceive themselves as uptight and highly strung. The overall sentiment regarding emotional adjustment, as reflected in the average mean of 2.8, is moderately positive, with a diverse range of self-perceptions among respondents.

The fourth Honesty 4<sup>th</sup> Measure 'Honesty' A significant majority of respondents, approximately 88.6%, either agreed or strongly agreed that they are trustworthy individuals. This suggests that the overwhelming majority of respondents view themselves as trustworthy.

Only a small percentage, about 9.5%, were undecided or disagreed with this statement. The mean score of 3.35 indicates that, on average, respondents have a high level of trustworthiness as self-perceived. More so, a significant majority, approximately 95.3%, either agreed or strongly agreed that they are people of their word. This suggests that the vast majority of respondents believe they keep their promises. Only 4.8% of respondents were either undecided or disagreed with this statement. The mean score of 3.56 indicates that, on average, respondents tend to have a very high commitment to keeping their word. A substantial majority, approximately 93.3%, either agreed or strongly agreed that they are decent and honest individuals. This suggests that most respondents view themselves as decent and honest. Only 6.7% of

respondents were either undecided or disagreed with this statement. The mean score of 3.32 indicates that, on average, respondents tend to have a very high perception of their own decency and honesty. A significant majority, approximately 98.1%, either agreed or strongly agreed that they try not to do anything that might hurt others. This indicates that the vast majority of respondents are conscious of avoiding actions that could harm others. Only 2.0% of respondents were either undecided or disagreed with this statement. The average mean score of 3.54 indicates that, on an average, respondents tend to have a very high commitment to avoiding actions that could hurt others. In summary, respondents overwhelmingly view themselves as trustworthy, people of their word, decent, honest, and committed to avoiding actions that might harm others. The overall sentiment regarding honesty, as reflected in the average mean of 3.4, is extremely positive, with a strong consensus among respondents about their personal integrity and commitment to ethical behavior. The overall grand mean of 2.7 shows a moderate perception of respondents about their concept of self.

#### 4.4. Hypothesis

**4.4.1: There will be no significant influence of work-family balance on job satisfaction of office managers in private universities in Oyo State.**

**Table 4.6a-c: Significant Influence of Work family balance on Job Satisfaction of Office Managers in Private Universities in Oyo State.**

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.502 <sup>a</sup>	.252	.244	.37081

a. Predictors: (Constant), Work-family balance

##### Anova<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.765	1	4.765	34.652	.000 <sup>b</sup>
	Residual	14.163	103	.138		
	Total	18.927	104			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Work-family balance

##### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.362	.259		9.127	.000
	Work-family balance	.442	.075	.502	5.887	.000

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a. Dependent Variable: Job satisfaction

Table 4.6a-c presents the results of the linear regression analysis for the influence of Work-Family Balance on Job Satisfaction of Office managers in Private Universities, Ibadan, Oyo State, Nigeria. From the results in Table 4.6a, work-family balance has a significant relationship on the Job satisfaction of Office managers in Private Universities, Ibadan, Oyo State, Nigeria ( $R = 0.502^a$ ,  $p < 0.05$ ). The coefficient of determination (Adj.  $R^2$ ) of 0.244 also shows that work-family balance explains 24.4% of the Job satisfaction of Office manager in Private Universities, Ibadan, Oyo State, Nigeria while the remaining 75.6% difference in the Job satisfaction of Office manager in Private Universities, Ibadan, Oyo State, Nigeria is explained by other variables which are not considered in this study.

Table 4.6b presents the results of ANOVA (Overall Model Significance) of regression test which revealed that work family life balance has significant positive influence on Job satisfaction of Office manager in Private Universities, Ibadan, Oyo State, Nigeria. This can be explained by the F-value (34.652) and p-value (0.000<sup>b</sup>) which is statistically significant at 95% confidence interval. Hence, the result posited that work family balance has a strong positive significant influence on the Job satisfaction of Office manager in Private Universities, Ibadan, Oyo State, Nigeria. Furthermore, the results of regression coefficients in table 4.6c revealed that at 95% confidence level, a unit change in work family balance will lead to a 0.442 increases in the Job satisfaction of Office manager in Private Universities, Ibadan, Oyo State, Nigeria, given that all other factors are held constant.

On the strength of this result (Adj. $R^2 = 0.252$ ,  $F(1,103) = 34.652$ ,  $p = 0.000$ ), the null hypothesis one ( $H_01$ ) which states that there will be no significant influence of Work

family balance on Job satisfaction of Office manager in Private Universities, Ibadan, Oyo State, Nigeria is hereby rejected

In summary, this regression analysis suggests that there is a statistically significant and positive relationship between "Work-family balance" and "Job satisfaction." The model explains approximately 25.2% of the variance in job satisfaction, and the relationship is statistically significant ( $p < 0.05$ ). The standardized coefficient (Beta) of 0.502 indicates a moderate positive effect of work-family balance on job satisfaction.

**4.4.2: There will be no significant influence of self -concept on job satisfaction of office managers in private universities, Oyo State.**

**Tabel 4.7a-c: Significant Influence of Self Concept on Job Satisfaction of Office Information Managers in Private Universities in Oyo State.**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.160 <sup>a</sup>	.026	.016	.42316

a. Predictors: (Constant), Self-concept

**Anova<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.483	1	.483	2.699	.103 <sup>b</sup>
	Residual	18.444	103	.179		
	Total	18.927	104			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Self-concept

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Beta		

1	(Constant)	3.358	.314		10.680	.000
	Self-concept	.187	.114	.160	1.643	.103

a. Dependent Variable: Job satisfaction

Table 4.7a-c presents the results of the linear regression analysis for the influence of Self-Concept on Job Satisfaction of Office Information managers in Private Universities, Ibadan, Oyo State, Nigeria. From the results in Table 4.7a, work-family balance has a significant relationship on the Job satisfaction of Office managers in Private Universities, Ibadan, Oyo State, Nigeria ( $R = 0.160^a$ ,  $p < 0.05$ ). The coefficient of determination (Adj.  $R^2$ ) of 0.016 also shows that Self-concept explains 0.16% of the Job satisfaction of Office manager in Private Universities, Ibadan, Oyo State, Nigeria while the remaining 99.84% difference in the Job satisfaction of Office manager in Private Universities, Ibadan, Oyo State, Nigeria is explained by other variables which are not considered in this study.

Table 4.7b presents the results of ANOVA (Overall Model Significance) of regression test which revealed that self-concept has significant weak influence on Job satisfaction of Office manager in Private Universities, Ibadan, Oyo State, Nigeria. This can be explained by the F-value (2.699) and p-value (0.000<sup>b</sup>) which is statistically significant at 95% confidence interval. Hence, the result posited that self concept has a strong positive significant influence on the Job satisfaction of Office manager in Private Universities, Ibadan, Oyo State, Nigeria. Furthermore, the results of regression coefficients in table 4.7c revealed that at 95% confidence level, a unit change in self-concept will lead to a 0.187 increases in the Job satisfaction of Office manager in Private Universities, Ibadan, Oyo State, Nigeria, given that all other factors are held constant.

On the strength of this result ( $Adj.R^2= 0.026$ ,  $F(1,103)= 2.699$ ,  $p=.103^b$ ), the null hypothesis one ( $H_02$ ) which states that there will be no significant influence of Self-concept on Job satisfaction of Office manager in Private Universities, Ibadan, Oyo State, Nigeria is hereby accepted.

In summary, the regression analysis indicates a weak positive relationship between "Self-concept" and "Job satisfaction," with "Self-concept" explaining approximately 2.6% of the variance in job satisfaction. However, the relationship is not statistically significant at the conventional 0.05 significance level, as indicated by the p-value of 0.103. This suggests that the self-concept variable may not be a significant predictor of Job satisfaction in this model.

**4.4.3: There will be no combined influence of work family balance and self-concept on Job satisfaction of office information managers in Private Universities in Oyo State.**

**Table 4.8a-c: Significant Influence of work family balance and self concept on Job Satisfaction of Office Managers in Private Universities in Oyo State.**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.511 <sup>a</sup>	.261	.247	.37027

a. Predictors: (Constant), Self-concept, Work family balance

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.943	2	2.472	18.028	.000 <sup>b</sup>
	n					

Residual	13.984	102	.137
Total	18.927	104	

a. dependent variable: Job satisfaction

b. predictors: (constant), Self-concept, work family balance

		Coefficients <sup>a</sup>			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.555	.309		8.268	.000
	Work family balance	.490	.086	.556	5.703	.000
	Self-concept	-.130	.114	-.111	-1.141	.257

a. Dependent Variable: Job satisfaction

Table 4.8a-c presents the results of the simple regression analysis for the relationship between work life balance and self-concept on Job satisfaction of office information managers in Private Universities in Oyo State. From the results in Table 4.8a, work life balance and self-concept have a significant relationship on Job satisfaction of office information managers in Private Universities in Oyo State, Nigeria. ( $R = 0.511^a$ ,  $p < 0.05$ ). The coefficient of determination ( $Adj. R^2$ ) of 0.247 also shows that either of work life balance and self-concept explains 24.7% of the on Job satisfaction of office information managers in Private Universities in Oyo State, Nigeria. while the remaining 75.3% difference in the Job satisfaction of office information managers in Private Universities in Oyo State, Nigeria is explained by other variables which are not considered in this study.

Table 4.8b presents the results of ANOVA (Overall Model Significance) of regression test which revealed that either work life balance and self-concept has significant relationship on Job satisfaction of office information managers in Private Universities in Oyo State, Nigeria. This can be explained by the F-value (18.028) and high p-value (0.000<sup>b</sup>) which is statistically significant at 95% confidence interval. Hence, the result posited either work life balance and self-concept strong significance influence on Job satisfaction of office information managers in Private Universities in Oyo State, Nigeria. Furthermore, the results of regression coefficients in table 4.6c revealed that at 95% confidence level, a unit change in either work life balance and self-concept will lead to a .490 and -.130 increases in Job satisfaction of office information managers in Private Universities in Oyo State, Nigeria respectively, given that all other factors are held constant. The coefficient for "Work family balance" is about 0.490, and it is highly statistically significant ( $p < 0.001$ ). The coefficient for "Self-concept" is approximately -0.130, and it is not statistically significant ( $p = 0.257$ ).

On the strength of this result (Adj.  $R^2 = 0.247$ ,  $F(2,102) = 18.028$ ,  $p = 0.000^b$ ), the null hypothesis three ( $H_03$ ) which states that there will be no combined significant influence of work life balance and self-concept on Job satisfaction of office information managers is hereby rejected as only work life balance has strong significant influence while self-concept did not.

**4.4.4: There will be no combined influence of work-family balance, self-concept and demographic factors on job satisfaction of office information managers in private universities in Oyo State.**

**Table 4.9a-c: Combined influence of work-family balance, self-concept and demographic factors on job satisfaction of office information managers in private universities in Oyo State.**

<b>Model Summary</b>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.519 <sup>a</sup>	.269	.247	.37007		

a. Predictors: (Constant), Self-Concept, Demographic Factors, Work family Balance

<b>Anova<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.095	3	1.698	12.401	.000 <sup>b</sup>
	Residual	13.832	101	.137		
	Total	18.927	104			

a. dependent variable: job satisfaction  
b. predictors: (constant), self-concept, demographic factors, work family balance

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	2.682	.332		8.089	.000
	Demographic factors	-.071	.068	-.091	-1.054	.295
	Work family balance	.505	.087	.573	5.802	.000
	Self-concept	-.146	.115	-.124	-1.264	.209

a. Dependent Variable: Job satisfaction

The R value of 0.519 indicates that there is a positive linear relationship between the combination of the predictor variables (Demographic factors, Work family balance, Self-concept) and job satisfaction. However, this relationship is not very strong, as it is less than 1. R Square ( $R^2$ ): The  $R^2$  value of 0.269 reveals that approximately 26.9% of the variance in job satisfaction can be explained by the predictors. In other words, these predictors collectively account for about 26.9% of the variability in job satisfaction. The adjusted  $R^2$  is slightly lower at 0.247, indicating that after considering the number of predictors and the sample size, the model still explains 24.7% of the variance. Std. Error of the Estimate: This value (0.37007) represents the typical error or the spread of actual job satisfaction scores around the predicted values.

ANOVA (Analysis of Variance)

The F-statistic of 12.401 is associated with a very low p-value ( $p < 0.001$ ), indicating that the overall regression model is statistically significant. This suggests that at least one of the predictors is contributing to the prediction of job satisfaction. The sum of squares for the residuals (error terms) is 13.832, and the mean square is 0.137.

The coefficients indicate the relationships between the predictor variables and job satisfaction.

The "Work family-balance" variable has a positive unstandardized coefficient ( $B = 0.505$ ) and a positive standardized coefficient ( $Beta = 0.573$ ), indicating that as "work family balance" increases, job satisfaction is expected to increase as well. This variable is statistically significant ( $p < 0.001$ ). The "Demographic factors" variable has a negative unstandardized coefficient ( $B = -0.071$ ) and a negative standardized coefficient ( $Beta = -0.091$ ), suggesting that as "Demographic factors" increase, job satisfaction is expected to decrease slightly. However, this variable is not statistically significant ( $p > 0.05$ ).

The "Self-concept" variable has a negative unstandardized coefficient ( $B = -0.146$ ) and a negative standardized coefficient ( $Beta = -0.124$ ), indicating that as "self-concept" increases, job satisfaction is expected to decrease slightly. Like "Demographic factors," this variable is not statistically significant ( $p > 0.05$ ).

In summary, the regression model as a whole is statistically significant, indicating that at least one predictor variable is contributing to the prediction of job satisfaction. The most influential predictor in this model is "Work family balance," which is positively related to job satisfaction. However, the other two predictor variables, "Demographic factors" and "Self-concept," are not statistically significant and have weaker relationships with job satisfaction. The model explains about 26.9% of the variance in job satisfaction, leaving a substantial amount of variance unexplained

#### 4.4. Analysis of Moderating Variables

**There will be not significant impact of demographic factors and work-family balance on the Job satisfaction of office information managers in private universities, Oyo State.**

Demographic 1 (Gender)

**Table 4.10a-c: Effect of Gender and work-family balance on the Job satisfaction of office information managers in private universities, Oyo State.**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.530 <sup>a</sup>	.281	.259	.36715

a. Predictors: (Constant), Work family balance x gender, work family balance, gender

Anova<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
<b>1</b>	Regression	5.312	3	1.771	13.136	.000 <sup>b</sup>
	Residual	13.615	101	.135		
	Total	18.927	104			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), work family balance x gender, work family balance, gender

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Beta		
<b>1</b>	(Constant)	.966		1.017	.311
	Work family balance	.897	1.018	3.195	.002
	Gender	.808	.936	1.472	.144
	Work family balance x gender	-.264	-1.212	-	.103
				1.643	

a. Dependent Variable: Job satisfaction

The table 4.10a-c provided is a regression analysis, and it includes the coefficients for the main effects and an interaction effect involving the variables "work family balance," "gender," with gender and work family balance as the "work family balance x gender." work family balance: The coefficient for "work family balance" is 0.897. This indicates that for a one-unit change in "work family balance," there is a 0.897-unit change in "Job satisfaction." The standardized coefficient (Beta) is 1.018, suggesting it has a moderate effect on job satisfaction. The t-value is 3.195, and the p-value (Sig.) is 0.002, which is less than 0.05. This means that "Work family balance" has a statistically significant positive effect on "Job satisfaction." The coefficient for "gender" is 0.808. This suggests that there is a 0.808-unit change in "Job satisfaction" for a one-unit change in "Gender." The standardized coefficient (Beta) is 0.936. The t-value is 1.472, and the p-value (Sig.) is 0.144. This means that "Gender" does not have a statistically significant effect on "Job satisfaction" as the p-value is greater than 0.05.

### **Interaction Effect**

The coefficient for "Work family balance x gender" is -0.264. This is the coefficient for the interaction term "Work family balance x gender," also referred to as "Work family balance x gender." A coefficient for an interaction term measures how the relationship between two variables (in this case, "Work family balance" and "gender") changes depending on the value of another variable ("Work family balance x gender"). In this context, a negative coefficient (-0.264) suggests that the relationship between "Work family balance" and "Job satisfaction" becomes more negative (decreases) when "Work family balance x gender" increases. A positive coefficient would suggest that the relationship becomes more positive when "Work family balance x gender"

increases. The standardized coefficient (Beta) for the interaction effect is -1.212. The t-value is -1.643, and the p-value (Sig.) is 0.103. The p-value is greater than 0.05, indicating that the interaction effect is not statistically significant at the conventional significance level (usually 0.05).

**Interpretation of the Interaction Effect**

In this context, the interaction effect between "Work family balance," "gender," and "work family balance x gender" suggests that the relationship between work-family balance and job satisfaction depends on the value of the work family balance x gender variable. However, since the p-value for the interaction effect is not statistically significant (p = 0.103), it suggests that there is not enough evidence to conclude that the interaction has a significant impact on job satisfaction.

In summary, while there is a statistically significant main effect of "work family balance" on job satisfaction, the interaction effect involving "gender" and "work family balance x gender" does not appear to be statistically significant in influencing job satisfaction.

**Demographic 2 (Marital Status)**

**Table 4.11a-c: Effect of Marital status and work-family balance on the Job satisfaction of office information managers in private universities, Oyo State.**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.506 <sup>a</sup>	.256	.234	.37344

a. Predictors: (Constant), Work family balance x marital status, work family balance, marital status

		Anova <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.842	3	1.614	11.575	.000 <sup>b</sup>
	Residual	14.085	101	.139		
	Total	18.927	104			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Work family balance x marital status, work family balance, marital status

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.819	.879		2.069	.041
	Work family balance	.613	.258	.696	2.380	.019
	Marital status	.339	.530	.388	.639	.524

Work family	-0.106	.154	-0.471	-0.688	.493
balance x marital					
status					

---

a. Dependent Variable: Job satisfaction

The table 4.11a-c is the coefficient output from a regression analysis, and it includes an interaction term "Work family balance x marital status" along with the main effects ("work family balance" x "marital status") in relation to the dependent variable "Job satisfaction." The constant represents the intercept of the regression equation. In this case, it is 1.819. This is the expected value of "Job satisfaction" when all predictor variables are set to zero.

**Interaction Effect**

The coefficient for "work family balance" is 0.613. This means that for a one-unit increase in "work family balance," job satisfaction is expected to increase by 0.613 units. The standardized coefficient (Beta) is 0.696, suggesting that "work family balance" has a moderate positive effect on job satisfaction. The t-value is 2.380, and the p-value is 0.019, indicating that "work family balance" is statistically significant in predicting job satisfaction.

The coefficient for "marital status" is 0.339. This coefficient implies that, holding other variables constant, individuals with a "Marital status" of 1 unit higher are expected to have job satisfaction that is 0.339 units higher. However, the p-value is 0.524, indicating that "Marital status" is not statistically significant in predicting job satisfaction at a conventional significance level of 0.005

The coefficient for the interaction term "Work family balance x marital status" is -0.106. This interaction term represents the combined effect of "work family balance"

and "marital status" on job satisfaction. The negative sign suggests that the interaction effect has a negative impact on job satisfaction, but the coefficient is not statistically significant. The t-value is -0.688, and the p-value is 0.493, indicating that the interaction term is not statistically significant.

### Summary of Interaction Effect

The interaction term "Work family balance x marital status" represents the impact of the joint influence of "work family balance" and "marital status" on job satisfaction. Since the p-value for the interaction term is 0.493 (greater than the typical significance level of 0.05), it suggests that the interaction effect is not statistically significant in predicting job satisfaction in this analysis. In other words, there is no strong evidence to conclude that the interaction between work-family balance and marital status significantly affects job satisfaction in this particular model.

In this regression model, while "Work family balance" has a significant positive effect on job satisfaction, "marital status" and the interaction effect "Work family balance x marital status" do not appear to be statistically significant predictors of job satisfaction.

### Demographic 3 (Work Experience)

**Table 4.12a-c: Effect of Work Experience and work-family balance on the Job satisfaction of office information managers in private universities, Oyo State.**

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.513 <sup>a</sup>	.263	.241	.37164

a. Predictors: (Constant), Work family balance x working experience, work family balance, working experience

Anova<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.978	3	1.659	12.013	.000 <sup>b</sup>
	Residual	13.950	101	.138		
	Total	18.927	104			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), work family balance x working experience, work family balance, working experience

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	2.496	.532		4.688	.000
	work family balance	.429	.154	.487	2.779	.007
	Working	-.058	.159	-.223	-.364	.716

experience					
work family	.009	.045	.126	.194	.847
balance x working					
experience					

---

a. Dependent Variable: job satisfaction

The table 4.12a-c provided is the coefficient output from a regression analysis, which includes main effects and an interaction term "work family balance x working experience" in relation to the dependent variable "Job satisfaction." The constant represents the intercept of the regression equation. In this case, it is 2,496. This is the expected value of "Job satisfaction" when all predictor variables are set to zero.

**Interaction Effect**

The coefficient for "work family balance" is 0.429. This means that for a one-unit increase in "work family balance," job satisfaction is expected to increase by 0.429 units. The standardized coefficient (Beta) is 0.487, suggesting that "work family balance" has a moderate positive effect on job satisfaction. The t-value is 2.779, and the p-value is 0.007, indicating that "work family balance" is statistically significant in predicting job satisfaction.

The coefficient for "working experience" is -0.058. This coefficient implies that, holding other variables constant, for each additional unit of "working experience," job satisfaction is expected to decrease by 0.058 units. However, the p-value is 0.716, indicating that "working experience" is not statistically significant in predicting job satisfaction.

The coefficient for the interaction term "work family balance x working experience" is 0.009. this interaction term represents the combined effect of "work family balance"

and "working experience" on job satisfaction. The positive sign suggests that the interaction effect has a positive impact on job satisfaction, but the coefficient is not statistically significant. The t-value is 0.194, and the p-value is 0.847, indicating that the interaction term is not statistically significant.

**Interpretation of the Interaction Effect**

The interaction term "work family balance x working experience" represents the impact of the joint influence of "work family balance" and "working experience" on job satisfaction. since the p-value for the interaction term is 0.847 (greater than the typical significance level of 0.05), it suggests that the interaction effect is not statistically significant in predicting job satisfaction in this analysis. in other words, there is no strong evidence to conclude that the interaction between work-family balance and work experience significantly affects job satisfaction in this particular model.

in this regression model, "work family balance" has a significant positive effect on job satisfaction, "working experience" does not have a statistically significant effect, and the interaction effect "work family balance x working experience" is not statistically significant in predicting job satisfaction.

**Demographic 4 (Working Hours per week)**

**Table 4.13a-c: Effect of Work hours and work-family balance on the Job satisfaction of office information managers in private universities, Oyo State.**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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<b>1</b>	.558 <sup>a</sup>	.311	.291	.35929
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a. Predictors: (Constant), work family balance x working hours per-week, work family balance, working hours

Anova<sup>a</sup>

<b>Model</b>		Sum of Squares	df	Mean Square	F	Sig.
<b>1</b>	Regression	5.889	3	1.963	15.207	.000 <sup>b</sup>
	Residual	13.038	101	.129		
	Total	18.927	104			

**a. dependent variable: job satisfaction**

b. predictors: (constant), work family balance x working hours per week, work family balance, working hours

Coefficients<sup>a</sup>

<b>Model</b>		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
<b>1</b>	(Constant)	4.350	.721		6.037	.000
	Work family balance	-.124	.205	-.140	-.602	.549

Working hours	-1.275	.433	-1.881	-	.004
				2.942	
work family balance x working hours per week	.363	.123	2.007	2.948	.004

---

a. Dependent Variable: Job satisfaction

The table 4.13a-c you provided is the coefficient output from a regression analysis, which includes main effects and an interaction term "work family balance x working hours per week" in relation to the dependent variable "job satisfaction." The constant represents the intercept of the regression equation. In this case, it is 4.350. This is the expected value of "Job satisfaction" when all predictor variables are set to zero.

**Interaction Effect**

The coefficient for "work family balance" is -0.124. this means that for a one-unit increase in "work family balance," job satisfaction is expected to decrease by 0.124 units. the standardized coefficient (beta) is -0.140, suggesting that "work family balance" has a small negative effect on job satisfaction. however, the t-value is -0.602, and the p-value is 0.549, indicating that "work family balance" is not statistically significant in predicting job satisfaction.

The coefficient for "working hours" is -1.275. this coefficient implies that, holding other variables constant, for each additional unit of "working hours," job satisfaction is expected to decrease by 1.275 units. the standardized coefficient (beta) is -1.881, indicating that "working hours" has a strong negative effect on job satisfaction. the t-

value is -2.942, and the p-value is 0.004, suggesting that "working hours" is statistically significant in predicting job satisfaction.

The coefficient for the interaction term "work family balance x working hours per week" is 0.363. this interaction term represents the combined effect of "work family balance" and "working hours" on job satisfaction. the positive sign suggests that the interaction effect has a positive impact on job satisfaction. the coefficient is statistically significant with a t-value of 2.948 and a p-value of 0.004.

### **Interpretation of Interaction Effect**

The interaction term "work family balance x working hours per week" represents the impact of the joint influence of "work family balance" and "working hours" on job satisfaction. The positive coefficient and the significant p-value (0.004) indicate that the interaction between work-family balance and working hours significantly affects job satisfaction in this particular model. This suggests that the combined effect of these two factors is related to increased job satisfaction.

In this regression model, "work family balance" does not have a statistically significant effect on job satisfaction. "working hours" has a significant negative effect, and the interaction effect "work family balance x working hours per week" is statistically significant and positively affects job satisfaction, implying that the impact of working hours on job satisfaction depends on the level of work-family balance

### **Demographic 5: (Level of Education)**

**Table 4.14a-c: Effect of Level of education and work-family balance on the Job satisfaction of office information managers in private universities, Oyo State.**

### **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.504 <sup>a</sup>	.254	.231	.37400

a. Predictors: (Constant), work family balance x level of education, work family balance, level of education

Anova<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.800	3	1.600	11.439	.000 <sup>b</sup>
	Residual	14.127	101	.140		
	Total	18.927	104			

a. dependent variable: Job satisfaction

b. predictors: (constant), work family balance x level of education, work family balance, level of education

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Beta		
1	(Constant)	2.213		4.198	.000

work family balance	.477	.154	.542	3.090	.003
Level of education	.088	.271	.170	.325	.746
work family balance x level of education	-.021	.080	-.140	-.258	.797

---

a. Dependent Variable: Job satisfaction

The table 4.14a-c is the coefficient output from a regression analysis, including main effects and an interaction term "work family balance x level of education" in relation to the dependent variable "job satisfaction." The constant represents the intercept of the regression equation. In this case, it is 2.213. This is the expected value of "Job satisfaction" when all predictor variables are set to zero. The coefficient for "work family balance" is 0.477. This means that for a one-unit increase in "work family balance," job satisfaction is expected to increase by 0.477 units. The standardized coefficient (Beta) is 0.542, suggesting that "work family balance" has a moderate positive effect on job satisfaction. The t-value is 3.090, and the p-value is 0.003, indicating that "work family balance" is statistically significant in predicting job satisfaction.

The coefficient for "Level of education" is 0.088. This coefficient implies that, holding other variables constant, individuals with one additional level of education are expected to have job satisfaction that is 0.088 units higher. However, the p-value is 0.746, indicating that "level of education" is not statistically significant in predicting job satisfaction.

The coefficient for the interaction term "work family balance x level of education" is -0.021. This interaction term represents the combined effect of "work family balance" and "level of education" on job satisfaction. The negative sign suggests that the interaction effect has a negative impact on job satisfaction, but the coefficient is not statistically significant. The t-value is -0.258, and the p-value is 0.797, indicating that the interaction term is not statistically significant.

### **Summary of Interaction Effect**

The interaction term "work family balance x level of education" represents the impact of the joint influence of "work family balance" and "level of education" on job satisfaction. Since the p-value for the interaction term is 0.797 (greater than the typical significance level of 0.05), it suggests that the interaction effect is not statistically significant in predicting job satisfaction in this analysis. In other words, there is no strong evidence to conclude that the interaction between work-family balance and the level of education significantly affects job satisfaction.

In this regression model, "work family balance" has a significant positive effect on job satisfaction, "level of education" does not have a statistically significant effect, and the interaction effect "work family balance x level of education" is not statistically significant in predicting Job satisfaction.

### **4.5. Discussion of Findings**

The aim of the study is to investigate the influence of work-family balance and self-concept on job satisfaction of office Information managers in private universities, Ibadan, Oyo State, Nigeria. The first research question “ identify the level of job satisfaction of office managers in private Universities in Ibadan, Oyo State”. Revealed that there was a high level of job satisfaction with a grand mean of 3.5. Job

satisfaction was measured by the Herzberg's two factor theory of employee satisfaction which are made up of both hygiene and motivation factors. The hygiene factors consist of working conditions, co-workers relationships, organizational policies, supervisor's quality and salary. While the motivation factors consist of employee achievement, responsibility, recognition, work it self, advancement and personal growth. According to the theorist, improving the motivators factors increases job satisfaction and improving the hygiene factors decreases job dissatisfaction<sup>1</sup>. As found in this study, the grand mean of 3.5 for both factors showed there's high level satisfaction among office information managers in Private universities, Ibadan, Oyo State, Nigeria. The finding of this study was moreover, supported in a study on the application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals where job dissatisfaction was reported among nurses as a result of the absence of the hygiene factors and some of the motivators in accordance with Hertzberg's theory<sup>2</sup>. The implication of this is that a dissatisfied nurses or healthcare provider have the tendency of not rendering quality service thus resulting to medical casualties.

To buttress further, on the influence of the impact of the duo of hygiene and motivators on job satisfaction, a study examines job satisfaction and dissatisfaction factors of government employees in Myanmar. Applying Herzberg's two-factor theory, the study found that both motivators and hygiene factors influenced job satisfaction and dissatisfaction of the public employees. In particular, interpersonal relationships, factors in personal life, work itself, and recognition were major determinants of job satisfaction, and working conditions, interpersonal relations, factors in personal life, supervision-technical, and recognition all influenced job dissatisfaction of public employees in Myanmar<sup>3</sup>. Since the influence could be

positive or negative, it is necessary for organizations as stated by the theorist to improve both motivators and hygiene factors thus increasing employee job satisfaction and improving employee job dissatisfaction. In spite of the criticisms, a study has underscored the significance of the components stressed by Herzberg's theory in comprehending job happiness. A research study conducted on workers employed in the service industry in Ghana revealed that certain criteria had significant importance for the workers themselves. The factors of job security, working circumstances, and relationships with subordinates and supervisors were essential in determining individuals' job satisfaction. While Herzberg's hygiene criteria do contribute to employee satisfaction, it is posited that a greater level of appreciation for their job will enhance employee satisfaction even further<sup>4</sup>.

The implication of the findings is that to increase employee satisfaction and motivation, organizations should focus on enhancing these intrinsic (motivators) factors. This might involve providing challenging and meaningful work, recognizing employees for their achievements, and creating opportunities for personal and professional growth. Although the hygiene factors do not inherently motivate employees, their absence or deficiency can lead to job dissatisfaction. Therefore, organizations in this case private universities should strive to maintain adequate levels of hygiene to prevent dissatisfaction. However, simply improving hygiene factors does not necessarily lead to increased job satisfaction or motivation. Therefore, to achieve higher levels of job satisfaction, it is essential to address both hygiene and motivator factors. While hygiene factors prevent dissatisfaction, motivators are necessary to stimulate employee motivation and high performance.

The second research question "What are the most prevalent dimensions of work-family balance of office managers in private universities in Oyo State?" The "Grand

Mean" of 4.3 revealed that, overall work-family balance among office information managers in private universities, in Oyo State, Nigeria is very high. However, the average mean of 2.5 revealed that Personal Life Interference with Work (PLIW) is low while the average mean of 2.9 showed that Work Interference with Personal Life is moderate. Work place support, satisfaction with work life balance and improved effectiveness at work results in an average mean of 3.8, 3.9 and 4.0 respectively. The implication of this finding is that although high satisfaction with work-life balance (3.9) and work place support (3.8) was found and a very high level improved effectiveness at work (4.0) was also found, however work life interferes with personal life (2.9) although on a moderate level and personal life interferes with work (2.5) at a low level was also found. Overall, a balance between work and family life was found.

Several studies have found that work-place support can positively facilitate work life or work family balance<sup>5 6</sup>. It was found that workplace support can lower stress levels among employees, which can lead to improved work-life balance. More so, when employees feel supported by their workplace, they are more likely to be productive and engaged in their work. Furthermore, employees who feel supported by their workplace are more likely to stay with the company long-term. Workplace support can improve diversity by making it possible for women and people of color, who often struggle the most with work-life balance, to stick around and flourish<sup>7</sup>. However, it is important to note that the impact of workplace support on work-life balance is not always positive. For example, one study found that work-life balance harmed project performance, and organizational support was putting the main impact on project performance<sup>8</sup>. Overall, it is clear that workplace support can play a crucial role in promoting work-life balance, but it is important to consider the specific context and needs of each workplace.

Moreover, this study found Personal Life Interference with Work on work life balance and Work interference with personal life. The interaction between personal life and work can have a significant impact on work-life balance<sup>9</sup>. Work-life interference or lack of balance is defined as an inter-role conflict where work demands make it such that one is unable to concurrently meet personal or family life demands or vice versa. The implication is that Personal life interference with work can result in work-related burnout, which has been shown to have negative effects on physical and psychological health. Secondly, Personal life interference with work can lead to turnover intentions among employees. Personal life interference with work can lead to lower work ability regarding physical and mental demands<sup>10</sup>. Personal life interference with work can lead to neglecting one's personal needs and not being able to maintain the kind of personal life one would like to have because of work. Personal life interference with work can lead to conflict between work and personal life, which can cause stress and negatively impact work-life balance<sup>10</sup>. Overall, looking at the implication of both interference, it is important for employers to recognize the impact of personal life interference with work on work-life balance and take steps to address it<sup>11</sup>. This can include offering flexible work arrangements, providing resources for employees to manage personal responsibilities, and encouraging employees to take time off when needed.

The third research question is focused on the “What is the self-concept of office managers in private universities in Oyo State?” The constructs considered in this includes self fulfilment, self autonomy, emotional adjustment and honesty. Overall, the study found a moderate level of self as self fulfilment was moderate with 2.7 mean score, self autonomy was also moderate with 2.02 average mean score, emotional adjustment was found to be moderate with 2.8 average mean score, honesty was

found high with 3.4 mean score. This contrary to findings of related studies that have been conducted elsewhere. For instance, in a study examining relationship between teachers' self-efficacy and job satisfaction, it was found in the study that teachers with high level of self - efficacy were likely to achieve more educational outcomes compared to those with lower self-efficacy<sup>12</sup>. This means that a very high positive perception of self can result in very high effectiveness in ones job. This was further supported by a study where it was found that Overwhelmingly, 93% of people who reported high job satisfaction also said they were satisfied with themselves, versus 81% of respondents who were moderately satisfied with their jobs, and 54% who reported low satisfaction. Similarly, 92% of people who were highly satisfied with their jobs had a positive attitude towards themselves versus just 53% of those with low job satisfaction. Beyond being happy with their jobs, people who were happy with the quality of work they produced had a better quality of life and higher self-esteem. Compared to 51% of people who were missing expectations at work, 85% of people exceeding expectations said they were satisfied with their lives overall, and 84% said they take a positive attitude towards themselves<sup>13</sup>.

The implication of this finding is that low self perception will result in low job satisfaction, moderate self perception will result in moderate job satisfaction while high self perception would result in high job satisfaction. Therefore, It is important for individuals with low self-worth to recognize the impact it can have on their job performance and take steps to address it. This can include seeking support from a therapist or counselor, practicing self-care, and setting achievable goals to build confidence. Moreso, Employers can also play a role in supporting employees with low self-worth by providing resources for mental health support and creating a positive work environment that values and recognizes employees' contributions.

The first hypothesis of this study on the influence of work family balance on job satisfaction of office information managers in private universities in Oyo State. The findings shows that work-family balance has strong positive influence on job satisfaction of office information managers in private universities in Oyo State. The findings indicates that, the more an employee is able to balance work and family, the more satisfied he/she would be with his/her job. This findings agrees with a comparative study on Work Life Balance and Job Satisfaction of Employees in Murtala Muhammed (MMA) and Victor Attah International Airports (VAIA) in Nigeria, the study tries to compare the effect of work family life balance and job satisfaction of both airport authorities, it was found that from the grand mean of the result that employees in VAIA are satisfied with their job (mean=3.80, SD=.435). While their counterparts in MMA are not satisfied with their job (mean=2.85, SD=1.22). The reason for this is that there is heavy workload, lack of payment for overtime jobs, lack of provision for staff welfare packages, lack of training, difficulties of commuting to work<sup>14</sup>.

To buttress further on the findings of this study. Another study conducted to examine the effect of Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees: The Moderating Role of Family-Supportive Supervisor Behaviors found that from the empirical results work-life balance positively influences job satisfaction and performance. Moreso, empirical findings also revealed that job satisfaction partially mediates the relationship between work-life balance and job performance. We also found that when Family Support Supervisors Behaviour interacts with work-life balance and job satisfaction, it moderates the relationship between work-life balance and job performance and job satisfaction and job performance<sup>15</sup>.

Another study on The relationship between work–life balance and job satisfaction: moderating role of training and development and work environment buttressed that the hierarchical regression results indicated that WLB is negatively related to job stress, positively related to job satisfaction and positively related to job commitment. The results also indicated that job stress is negatively related to job satisfaction, and job commitment is positively related to job satisfaction<sup>16</sup>. These findings found that work-life balance is an important factor in promoting job satisfaction. Employers can promote work-life balance by offering flexible work arrangements, providing resources for employees to manage personal responsibilities, and encouraging employees to take time off when needed. Additionally, acknowledging each employee's efforts to strike a balance can increase job satisfaction and employee loyalty.

The second hypothesis examined the influence of self concept on Job satisfaction of office information managers in private universities, Oyo State. The findings shows that self-concept does not predicts the job satisfaction of office information managers in private universities in Oyo State. This finding however negates a the findings of a study where it was found that contrary to theoretical predictions, low self concept was found to have a significant but negative influence on the performance of marketing services for one service profession<sup>17</sup>.

Additionally, the result of the finding of a study on the Relationship between Self-Esteem and Job Satisfaction of Personnel in Government Organizations indicated that there is a meaningful (significant) relationship between self-esteem and the following factors: The degree of job satisfaction; the degree of satisfaction from the kind and the nature of work; the degree of satisfaction from the manager or the supervisor; the degree of satisfaction from the co-workers; the degree of self-esteem and the degree

of satisfaction from promotion; and the degree of satisfaction from salary and wages. This means that Self-esteem, which is related to self-concept, has been found to have a positive relationship with job satisfaction, meaning that individuals with higher self-esteem tend to be more satisfied with their jobs<sup>18</sup>.

More negating findings was found. For example, the findings of a study examining relationship between teachers' self-efficacy and job satisfaction, it was found in the study that teachers with high level of self - efficacy were likely to achieve more educational outcomes compared to those with lower self-efficacy<sup>19</sup>. Based on several findings and assertion it has been pointed that Self-concept has been found to have a mediating role on the relationship between job satisfaction and work engagement, meaning that individuals with a positive self-concept are more likely to be engaged in their work and satisfied with their job.

However, the reason for which this study reported lack of significant influence of self concept on job satisfaction could be due to the fact that while self-concept can certainly influence job satisfaction, it is just one of many factors that come into play. The relationship between self-concept and job satisfaction is complex and can be influenced by a wide array of external and internal factors. Depending on the specific circumstances and the individual's priorities and coping mechanisms, self-concept may not always have a significant influence on job satisfaction.

The third hypothesis of this study examined the combined influence of work family balance and self-concept on job satisfaction of office information managers in private universities in Oyo State found that there was a strong positive significant influence of work-family balance on job satisfaction. However, there was no significant influence of self-concept on job satisfaction of office information managers private

universities in Oyo State. As stated above, the implication of this study is that more emphasis should be placed on factors that enhance and facilitate work-family balance of employees when there's a need to choose between the duo of work-family balance and self-concept.

In a separate investigation that brings the three concepts together pertaining to the evaluation of the correlation between teacher self-efficacy, job satisfaction, and perception of work-life balance among agricultural educators in Louisiana. In general, educators expressed a sense of efficacy in their selected profession and expressed satisfaction with their occupation. Furthermore, the instructors in question have reported successfully attaining a state of equilibrium in their professional lives, wherein their familial responsibilities do not impede their work commitments. The empirical findings indicate that there are positive and significant associations between Overall Teacher Self-Efficacy and Job Satisfaction ( $r = .59$ ), as well as between Perception of Creating Balance and Overall Perception of Conflict ( $r = .65$ ). The study revealed significant, moderate correlations between Job Satisfaction and Overall Perception of Conflict ( $r = .43$ ) as well as Job Satisfaction and Perception of Creating Balance ( $r = .31$ ). The study revealed modest, positive associations between Overall Teacher Self-Efficacy and Perception of Creating Balance ( $r = .26$ ) as well as Overall Teacher Self-Efficacy and Overall Perception of Conflict ( $r = .23$ ). This implies that self-efficacy exerts a favorable impact on the levels of job satisfaction and family work-life balance experienced by agriculture teachers in the state of Louisiana<sup>20</sup>.

The third hypothesis that the combination of demographic factors, work-family balance, and self-concept would have significant influence on job satisfaction of office information managers in private universities in Oyo state shows that while the combination of the variables has significant influence on job satisfaction, only work-

family balance has a significant relative influence on job satisfaction while others: demographic factors and self-concept does not have a significant influence. The implication of this is that demographic factor and self-concept may not be an important predictor of job satisfaction in the face of proper work-family balance. Once the office information managers have a proper work family life balance they will be satisfied with their job not minding their age and their self concept. This is supported by a study on effect of demographic variables on job satisfaction of employees at ONGC, where it was found that gender does not influence job satisfaction<sup>21</sup>.

In the same vein, several contemporary studies found that there is no difference in the level of satisfaction of both genders. This means that gender differences is not a factor that influence or is significant to job satisfaction<sup>22 23</sup>. This was however negated by a 2015 study in Pakistan where it was found that although male employees are happier at work than female employees are, male employees tend to be less satisfied with work circumstances and more satisfied with management and personal fulfilment. However, compared to male employees, female employees are less satisfied with their jobs<sup>24</sup>.

In a Nigerian study, on demographic factors and its influence on job satisfaction in Adamawa State University, Mubi, the significant value of ( $P < 0.05$ ) indicates that there is a positive and negative relationship between marital status, educational background, age, gender and job satisfaction. The result further revealed that employees are not satisfied with the convenience of the working environment and that age groups of respondents has significant effect on the job satisfaction of employee, those between age bracket of 25-34 tend to be satisfied with their work compared to those of younger and older category of age<sup>25</sup>.

The implication of this finding is that the employee without losing cognizance of the inevitabilities of demographic factors and self-concept should focus more on factors that positively influences work-family balance because of the interdependencies and interrelationships that exist between these variables. For instance while ensuring while taking steps to ensure proper work-family balance, some demographic factors would be taken care of as well.

#### **4.5. Moderating Variables (Demographic Factors)**

The p-value for the interaction effect ( $p = 0.103$ ) significant depicted by work-family balance x gender is not statistically significant. Therefore, gender as one of the demographic factors of this study does not moderate the influence of work-family balance of Job satisfaction of office information managers in private universities in Oyo State. This finding is however negated by several previous current and old studies. For instance it was reported that across nations worldwide, it is observed that women, including those engaged in full-time employment, dedicate a greater amount of time on average to domestic duties compared to men. According to a survey published by Statistics Canada in 2016, it was observed that women continue to engage in unpaid household labor at a rate that is 50% higher than that of males. Additionally, the report highlighted that women expressed lower levels of satisfaction with regards to achieving a harmonious equilibrium between their professional and personal lives. Existing research indicates that gender norms have a significant role in not only heightening societal demands placed on women inside domestic settings but also influencing their capacity to fully benefit from workplace regulations that promote a family-friendly environment<sup>26</sup>.

In related study on Gender Differences in the Relationship between Work–Life Balance, Career Opportunities and General Health Perception it was found that for women, the relationships between career opportunities and work–life balance and between career opportunities and the perception of general health have significantly lower values compared to results from the group of men, while the perception of work–life balance affects well-being more significantly when compared to the male counterpart<sup>27</sup>.

The implication of this finding although negated by many findings, organizations should know that both men and women are subject to work family life balance. Therefore, Overall, these findings suggest that gender norms and biases contribute to greater expectations of women at home and impact their ability to take advantage of family-friendly policies at work. Employers can promote work-life balance by offering flexible work arrangements, providing resources for employees to manage personal responsibilities, and encouraging employees to take time off when needed

The t-value is -0.688, and the p-value is 0.493, indicating that the interaction term depicted by work-family balance x marital status is not statistically significant. Therefore, marital status as one of the demographic factors of this study does not moderate the influence of work- family balance on Job satisfaction of office information managers in private universities in Oyo State. This study was not supported by a study that found that marital status and parenthood can also impact work life balance among lecturers. This means that young ladies and men tends to have a very good work-family life balance than the married ones based on the level of commitment to family welfare which is found very high among the married than the unmarried ones<sup>28</sup>. More so another study found that that aligning work and private life is a significant challenge for young academics because of demanding working

conditions, and it is particularly strong for young female academics due to growing family responsibilities<sup>29</sup>.

The t-value of 0.194, and the p-value of 0.847, indicating that the interaction term depicted by work-family balance x work experience is not statistically significant. Therefore, work experience does moderate the influence that work-family balance have on Job satisfaction of office information managers in private universities in Oyo State. This finding is supported an empirical study on the effect of demographic variables on job satisfaction of employees at ONGC, KARAIKKAL which found that the high values of p ( $> .05$ ) for all the dimensions of Job Satisfaction for the demographic variables gender, place of living, family type, marital status and experience verify that the respective null hypotheses are not rejected and it is concluded that the job satisfaction of employees is not affected by gender, place of living, family type, and work experience<sup>30</sup>.

With a t-value of 2.948 and a p-value of 0.004. of the interaction depicted by work-family balance x working hours shows that the working hours moderate the influence that work-family balance has on Job satisfaction of office information managers in private universities in Oyo State. This is supported by a study on Work Life Balance and Job Satisfaction of Employees in Murtala Muhammed (MMA) and Victor Attah International Airports (VAIA) in Nigeria where it was found that employees in (MMA) lamented that long working hours has caused them a lot of damages like death of colleagues, depleting health issues and lack of time for non-work life<sup>31</sup>. More so, a study More so, in an empirical study on the causes and consequences of work-family conflict (WFC) among the female employees in Bangladesh. Out of 50 respondents, 94% take family demand as one of the prime causes of WFC. 90% respondents affirmed that longer working hours are resulted in WFC<sup>32</sup>. Negating these

findings is the finding of a study on work-family conflict, job satisfaction and job performance of female librarians in nine selected federal academic libraries in South-West, Nigeria where it was found that there was no significant relationship between work-family conflict and job satisfaction<sup>33</sup>.

The t-value of -0.258, and the p-value is 0.797, indicating that the interaction term depicted by work-family balance x level of education is not statistically significant. Therefore, the influence that work-family balance has on job satisfaction of office information managers in private universities, Oyo State is not moderated by level of education. A study supported this finding where the work-life balance of employees was related to their age (sig. 0.039), but not to their level of education (sig. 0.723), marital status (sig. 0.535), or number of years of service (sig. 0.724). The results of statistical tests on the two main factors showed that work-life balance and job satisfaction were linked (sig. 0.019). Overall, employees in the shipyard industry were much happier with their jobs when they had a good balance between work and life<sup>34</sup>.

Overall, these findings suggest that level of education can impact work-life balance, with some studies indicating that higher education levels may lead to poorer work-life balance. However, it is important to note that the relationship between education level and work-life balance is complex and may be influenced by other factors such as gender, cultural norms, and workplace policies. Therefore, employers can promote work-life balance by offering flexible work arrangements, providing resources for employees to manage personal responsibilities, and encouraging employees to take time off when needed

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## Chapter Five

### Conclusion

#### 5.1 Summary of Findings

The findings of this study which examined that influence of Work-Family Balance, Self-Concept and Job Satisfaction of Office Information Managers is as follows:

1. The study found a very high satisfaction of information managers with their job with a grand mean score of 3.5. All the measures were found to be very high among office information managers
2. The study found a very high level work-family balance among information managers in private universities, Oyo State. However, the duo of Work Interference with Personal Life (WIPL) and Personal Life Interference with Work (PLIW) were found to be at moderate level. This mean that there is interference between work and family life although at a moderate level. The most prevalent dimension of work-family balance is Improved Effectiveness at Work (IEW) with a mean score of 4.0.
3. The study found a moderate level perception of self among office information managers. This mean that information managers personal assessment of themselves based on self-filment, self-autonomy, self emotional adjustment and honesty was adjudged moderate.
4. The first hypothesis tests found that there was a positive significant influence of work-family balance on job satisfaction among office information managers. This therefore call for the rejection of the null hypothesis that work family balance will not have significant influence on job satisfaction. The implication of this is that the more balanced work and family life is achieved the more satisfaction an employee is with his or her job. However, the imbalance between work and family live will results in job dissatisfaction.
5. The second hypothesis found that there was no significant influence of self concept on job satisfaction among office information managers. This therefore calls for the acceptance of the null hypothesis which state that there will be no

significant influence of self-concept on job satisfaction of office information managers.

6. The third hypothesis which states that there will be no combined influence of work-family balance and self concept on job satisfaction of office information managers was rejected as only work family balance have significant influence on job satisfaction. This means that organizations should give more attention to work family balance.
7. The regression analysis for the moderating impact of demographic factors on the influence of work family balance and job satisfaction showed that only work hours has significant moderating impact on the influence of work-family balance on job satisfaction while others (Gender, work experience, marital status and level of education did not have any moderating impact on the influence of work-family balance on job satisfaction.

## **5.2. Conclusion**

In conclusion, this study has shed light on the complex interplay between work-family balance, self-concept, and job satisfaction among office information managers. The findings reveal several critical insights that provide a nuanced understanding of the factors contributing to job satisfaction in this specific professional context “Office Information Managers”

First and foremost, the research discovered that job satisfaction was notably high among office information managers. This finding underscores the importance of their role in managing and disseminating crucial information within organizations. It also indicates that the workplace conditions and job-related factors may generally be conducive to fostering satisfaction among this professional group.

Furthermore, the study confirmed that work-family balance significantly influences job satisfaction in this particular domain. This suggests that efforts to improve work-family balance, such as flexible work arrangements or supportive policies, may have a substantial positive impact on the job satisfaction of office information managers. Acknowledging the significance of this relationship is vital for employers and policymakers seeking to enhance the well-being of their employees and promote a productive work environment.

Surprisingly, the study found that self-concept did not have a direct influence on job satisfaction for office information managers. This finding may suggest that other factors, such as job-related tasks and organizational culture, play a more substantial role in shaping their job satisfaction. Nevertheless, it is crucial for future research to explore the dynamics of self-concept in greater depth, as it may still have an indirect or mediating role in the overall job satisfaction equation.

An interesting revelation from this study is that work hours were found to moderate the influence of work-family balance on job satisfaction. This implies that the relationship between work-family balance and job satisfaction is not uniform and may vary depending on the number of hours worked. It is essential for organizations to consider the role of work hours in the work-family balance equation and tailor their strategies accordingly to maximize job satisfaction among office information managers.

In summary, this study provides valuable insights into the multifaceted nature of job satisfaction among office information managers, highlighting the critical role of work-family balance and the moderating effect of work hours. Employers and policymakers should take these findings into account when formulating policies

and practices to enhance the well-being and job satisfaction of office information managers and, by extension, the overall effectiveness of their organizations. This research lays the foundation for further exploration and the development of targeted interventions to optimize job satisfaction in this professional context.

### **5.3. Recommendations**

Based on the seven objectives outlined for the study concerning job satisfaction, work-family balance, self-concept, and their interrelationships among office information managers in private universities in Ibadan, Oyo State, here are some recommendations for the study:

- i. To address the first objective, it is recommended that private universities in Oyo State regularly assess the job satisfaction levels of office information managers through surveys or feedback mechanisms. This will enable them to identify areas for improvement and tailor policies and initiatives to enhance job satisfaction among this professional group.
- ii. For the second objective, universities should recognize the importance of work-family balance among office information managers. They should implement flexible work arrangements, supportive policies, and programs that promote work-life balance. Regular workshops and training programs may be initiated to help managers manage their work-family balance effectively.
- iii. To address the third objective, universities should encourage self-awareness and self-development among office information managers. Providing opportunities for personal and professional growth, mentorship

programs, and self-confidence-building initiatives can help strengthen their self-concept.

- iv. In light of the fourth and fifth objectives, the study suggests that universities closely examine the relationship between work-family balance and job satisfaction, as well as the influence of self-concept on job satisfaction. By understanding these dynamics, universities can develop targeted interventions that support the well-being of office information managers and contribute to their job satisfaction.
- v. For the sixth objective, it is important to investigate how demographic factors such as age, gender, marital status, and number of dependents affect the impact of work-family balance on job satisfaction. Understanding these moderating effects can guide universities in tailoring their policies and practices to suit the diverse needs of their office information managers.
- vi. To address the seventh objective, universities should explore the combined influence of work-family balance and self-concept on job satisfaction. This involves assessing how a positive self-concept, when combined with a supportive work-family balance, may have a synergistic effect on job satisfaction. Identifying such interactions can help universities design holistic support programs for their managers.
- vii. It is crucial for universities to regularly assess and adapt their policies and practices based on the findings and recommendations of this study. Work-family balance, self-concept, and job satisfaction are dynamic aspects of employee well-being, and strategies should evolve to meet the changing needs of office information managers.

#### **5.4. Contribution to Knowledge**

This study reinforces the growing recognition of the pivotal role of work-family balance in influencing job satisfaction. The clear relationship found between work-family balance and job satisfaction underscores the significance of implementing policies and practices that support employees in managing their professional and personal lives. Employers can use this knowledge to design more effective work-family balance initiatives, ultimately leading to higher job satisfaction among office information managers.

By demonstrating that self-concept did not have a direct influence on job satisfaction, the study highlights the intricate nature of job satisfaction. It suggests that other factors, such as work-related conditions and job-specific tasks, might play a more substantial role in shaping the satisfaction levels of office information managers. This insight challenges the conventional wisdom about the factors contributing to job satisfaction, prompting further exploration into the nuanced aspects of employee well-being.

The study's discovery that work hours moderated the impact of work-family balance on job satisfaction provides a crucial perspective on the dynamic nature of the relationship between work-family balance and job satisfaction. Understanding how work hours affect this relationship underscores the importance of aligning work-hour policies with work-family balance strategies to optimize job satisfaction. This moderating role of work hours underscores the need for flexibility and adaptability in work arrangements, especially in roles where high job satisfaction is desired.

The study's findings offer actionable insights that can be applied to the workplace. Employers and organizations can use this information to craft more targeted and effective strategies for enhancing the well-being and job satisfaction of their office information managers. This, in turn, can lead to increased productivity, employee retention, and a more positive work environment.

The study contributes to the broader academic understanding of the relationship between work-family balance, self-concept, and job satisfaction. It adds to the existing body of research and provides a nuanced perspective on these dynamics, serving as a valuable resource for future researchers exploring similar themes or dimensions of employee well-being.

In conclusion, the study's findings make significant contributions to our understanding of the factors that influence job satisfaction among office information managers. They provide actionable insights for employers and organizations to enhance the work environment, improve employee well-being, and optimize job satisfaction. This research not only contributes to the academic knowledge base but also has practical implications for shaping workplace policies and practices to better support the unique needs of this professional group.

### 5.5. Suggested Areas for Further Studies

Further studies can be carried out on the following topics:

1. A longitudinal studies to examine how the relationships between work-family balance, self-concept, and job satisfaction among office information managers evolve over time.
2. Investigate how work-family balance, self-concept, and job satisfaction vary across different cultural contexts. Comparing findings from various regions or countries can help identify cultural factors that influence these dynamics and inform more culturally sensitive workplace interventions.
3. Investigate the influence of work-family balance and self-concept on the mental health and overall well-being of office information managers. Understanding the connections between these factors and mental health outcomes, such as stress, burnout, and resilience, can offer important insights for intervention and support strategies.
4. Evaluate the effectiveness of various interventions and programs designed to improve work-family balance, enhance self-concept, and ultimately boost job satisfaction among office information managers. This research could provide evidence-based recommendations for organizations seeking to support their employees in these areas.

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## Questionnaire

**Department of Information Management, Faculty of Communication and Information Science, Lead City University, Ibadan, Oyo State, Nigeria.**

Dear Respondent,

I am a Ph.D student of the above-named Department and Institution. I seek your indulgence to help attend to this questionnaire to the best of your ability. It's aimed at gathering relevant data on the topic; *Work-Family Balance, Self-Concept, Demographic Factors and Job Satisfaction of Office Managers in Private Universities in Ibadan, Oyo State, Nigeria*. Your response is strictly confidential and will be used only for research purposes.

Thanks.

Name: Quadri Ayantoro

Matric No.: LCU/PG/001990

### Section A: Demographic Information

- a. Name of Institution.....
- b. Marital Status: Single (    ), Married (    )
- c. Gender: Male (    ), Female (    )
- d. Working hours per week: Up to 40 (    ), 41-48 (    ), 49-60 (    ),  
Above 60 (    )
- e. Work Experience: 0-3 years (    ), 4-6years (    ), 7-9 years (    ), 10-12  
years (    ), 12 years and above (    )
- f. Level of Education: Bsc (    ), Masters (    ), PhD (    )

### Section B: Research Questions on Job Satisfaction

The keys are SA=Strongly Agree; A=Agree; SD=Strongly Disagree;  
D=Disagree; U=Undecided

**Job Satisfaction**

	Questions	SA	A	U	SD	D
	<b>Organization policies</b>					
1	I am satisfied with the organization policy					
2	The organization policy is fair					
3	I have my reservations concerning the policy					
	<b>Supervision</b>					
5	I am satisfied with my supervisor's style of supervision					
6	I trust my supervisor					
7	My supervisor allows for feedback					
	<b>Salary</b>					
8	My salary is satisfactory compared to other organizations					
9	Aside salary there are other benefits					
10	The organization have clear policies related to salaries, raises and bonuses?					
	<b>Interpersonal relations</b>					
11	I have opportunities to socialize with other during the workday?					
12	There is social media platform for socialization					
13	I enjoy a sense of belonging					
	<b>Working conditions</b>					

14	My office is well equipped with ideal equipment					
15	I have adequate personal space and freedom					
16	My office is conducive atmospherically					
	<b>Work itself</b>					
17	I enjoy my work					
18	I always feel needed at work					
19	I always feel a sense of efficiency base on commendation from my boss					
	<b>Achievement</b>					
20	I have achieved a lot with my prowess					
21	I receive regular, timely feedback on how I am doing					
22	I believed I am very useful and my skill is effectively utilized					
	<b>Recognition</b>					
23	I am always recognized for my major accomplishments on the job					
24	I always receive commendations from my boss					
25	There is special reward for staff exceptional performance					
	<b>Responsibility</b>					
26	I enjoy work autonomy					
27	I feel responsible for what ever happens					
28	I feel relieved whenever I am given a task to achieve					
	<b>Advancement</b>					

29	I receive promotion as at when due					
30	I have opportunity to further my education, go to conferences, and workshops					
	I like the pace at which my career is moving					

**Section C: Questions on Work Family Balance**

The keys are SA=Strongly Agree; A=Agree; SD=Strongly Disagree; D=Disagree; U=Undecided

	<b>Work Place Support (WPS)</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>SD</b>	<b>D</b>
31	I work in an environment that is supportive of my family and personal commitments					
32	I have adequate technology support (laptops, internet access, VPN connectivity, etc) to be able to work away from office					
33	My organization believes in having healthy Work Life Balance Practices					
	<b>Personal Life Interference with Work (PLIW)</b>					
34	I am often preoccupied with home related thoughts during					

	work hours					
35	I am often distracted by personal/family worries while at work					
36	My spouse does not understand my work demands which impacts on my marital relationship					
	<b>Work Interference with Personal Life (WIPL)</b>					
37	My job requires me to work after hours to Complete my routine tasks					
38	I am often preoccupied with office tasks even after I get home					
39	I come home from work too late to look after family roles					
	<b>Satisfaction with Work-Life Balance (SWLB)</b>					
40	I am satisfied with my ability to meet the needs of my job with those of my personal life					
41	I am successful in managing my home and work demands					
42	I am satisfied with the way I divide my time between work and personal life					
	<b>Improved</b>					

	<b>Effectiveness at Work (IEW)</b>					
43	My balanced life gives me ability to function effectively at work					
44	WLB contributes to improved staff motivation and Commitment					
45	Satisfaction with WLB helps in building good teams, creative people and positive attitudes					

**Section D: Questions on Concept of Self**

**Keys: SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree**

	<b>Self Fulfilment</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
1	I am satisfied with what I am achieving in my life.					
2	So far, I have achieved every important goal I have set for myself.					
3	I have yet to achieve anything I consider to be important in my life.					
4	I feel proud of how I am managing my life.					
	<b>Autonomy</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
5	I depend on other people more than the majority of those I know					
6	In order to do anything, I first need other					

	people's approval.					
7	I find it hard to embark on anything without other people's support.					
8	When taking a decision, I depend so much on other people's opinions.					
	<b>Emotional adjustment</b>					
9	If I'm feeling down, I find it hard to snap out of it.					
10	I consider myself to be a very uptight and highly strung person.					
11	I am more sensitive than the majority of people.					
12	I am an emotionally strong person.					
	<b>Honesty.</b>					
13	I am a trustworthy person.					
14	I am a man/woman of my word.					
15	I am a decent, honest person.					
16	I try not to do anything that might hurt others.					

**Biodata**

*Do Not Copy, Lead City University, Nigeria*

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**The University Compliance Certification**

This is to certify that this thesis by Dorcas Ayantoro QUADRI with Matriculation Number LCU/PG/001990 in the Department of Information Management, Lead City University, Ibadan, is in Full compliance with the approved university format and style.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Signature

*Do Not Copy, Lead City University, Nigeria*