

**Work Engagement, Self-Efficacy and Job Satisfaction of Secretaries in  
Public Institutions, Lagos State, Nigeria**

**Esther Olubusayo ODELOLA  
LCU/PG/003161**

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### **Certification**

This is to certify that **Esther Olubusayo ODELOLA** with the matriculation number **LCU/PG/003161** carried out this research work titled “**Work Engagement, Self-Efficacy, and Job Satisfaction of Secretaries in Public Institutions, Lagos State, Nigeria**” in the Department of Information Management, Faculty of Communication and Information Sciences, Lead City University, Ibadan, Oyo State, for the award of Master Degree (MSc) in Office and that this thesis has not been previously submitted.

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**Prof. E. A. Erwat**  
**(Supervisor)**

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**Date**

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**Dr. S. V. Adeyeye**  
**(Head of Department)**

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**Date**

## **Dedication**

I dedicate this research to God Almighty for His guidance, countless blessings, and strength.

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Even though the above-mentioned Institutions and persons have assisted in the process of this project work, I alone stand responsible for the error(s) if any, found in this work.

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## Abstract

In today's dynamic workplace, factors such as work engagement and self-efficacy have emerged as significant contributors to employees' job satisfaction. This study investigated the influence of work engagement and self-efficacy on the job satisfaction of secretaries in public institutions, Lagos State, Nigeria. Three research questions were raised, and three null hypotheses were tested at the 0.05 level of significance. Three related theories were reviewed: Deci and Ryan's job satisfaction theory, Kahn's work engagement theory, and Bandura's self-efficacy theory. This study adopted a survey design for a population of 546 secretaries. The sample size was 231 using the Taro Yamane formula [ $n = N/(1+N*(e)^2)$ ], and the stratified sampling method was used to select participants in each of the institutions. Data were primarily sourced through a validated questionnaire. The data obtained were subjected to Cronbach's alpha reliability test, which yielded coefficients of 0.699 for job satisfaction, 0.763 for work engagement, and 0.839 for self-efficacy. Out of 231 expected responses, the researcher successfully obtained 184 questionnaires. The obtained data were analyzed using both the descriptive statistics (frequency, percentage, mean, and standard deviation) and inferential statistics (linear and multiple regression at 0.05 level of significance). The combined result [ $R^2 = 0.666$ ; F-value of 50.921; p-value of 0.000] revealed that both work engagement and self-efficacy significantly influenced the job satisfaction. The work engagement's result [ $B = 0.651$ ,  $p < 0.001$ ] contributed 65.1% to the job satisfaction of secretaries, while self-efficacy's result [ $B = 0.323$ ,  $p < 0.001$ ] contributed 32.3%. These findings suggest that secretaries with a strong sense of fulfillment are more to experience job satisfaction. The study concluded that work engagement and self-efficacy positively influence job satisfaction of secretaries. It was recommended that management should develop comprehensive programs that would focus on creating an environment where secretaries feel engaged and capable in their roles.

**Keywords:** Job satisfaction, Office Administration and Management, Office Practices and Procedures, Secretarial Administration, Self-efficacy, Work engagement.

**Word Count:** 298

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## **Chapter One**

### **Introduction**

#### **1.1 Background to the Study**

Job satisfaction is the degree to which an employee has a feeling of being driven or motivated, satisfied, and content at work. It encompasses employees who have stable employment, a career that is growing, and a healthy work-life balance. Job satisfaction is a positive emotional state brought on by an assessment of one's work or experiences at work<sup>1</sup>. Given that the work fits the individual's expectations, this suggests that the person is happy with the job.

Job satisfaction may have more to do with the culture and the environment of an organisation than it does with pay, benefits, or tangible property that an employee may receive<sup>2</sup>. High rates of job satisfaction in an organisation are dependent on several factors such as good remuneration, work-life balance, allowances and bonuses, work leaves, and so on, which are crucial in ensuring that the employees are satisfied with their position.

Although the word "job satisfaction" might be subjective because it depends on a person's perspective, as overall job satisfaction can be assessed using a number of indirect metrics, including productivity, feedback from employee, attrition rate, and other factors<sup>1,2</sup>. This method highlights the idea that intrinsic factors like growth, recognition, and achievement are equally as important to satisfaction as the extrinsic factors like money and benefits. From this assertion, it can be deduced that job satisfaction occurs as a result of the benefits or extrinsic values attached to it aside from intrinsic values.

Several studies around the world have identified different factors that influence employees' job satisfaction in an organisation. In the United States for instance, scholars conducted a more current study which demonstrates a clear correlation between perceived leadership support of work-life programs and job satisfaction in the Federal Government<sup>2</sup>. This research provides American employees with a positive work environment and opportunities for professional development is essential to raising their level of job satisfaction.

In Europe, the focus on job satisfaction often includes the role of organisational culture, work engagement and quality of work-life balance. Scholars in Poland affirmed that job satisfaction is deeply influenced by lack of proper recognition, imposition of more administrative obligations, and increase in workload without raising remuneration<sup>3</sup>. European studies frequently point to the importance of quality of work life, work engagement and conditions, job security, leadership style, training and development, social support, and work autonomy. A study carried out in Alpine hospitality industry, Austria, found that the most crucial elements of employees' job satisfaction are personal growth, conformity to the duty roster, and having a good rapport with the supervisor. On the other hand, compensation, task diversity, work environment, and available infrastructure are found to be less significant<sup>4</sup>.

In Asia, job satisfaction is increasingly being studied in the context of rapid economic growth and changing workplace dynamics. Scholars highlighted that job satisfaction in Asian countries is mostly influenced by cultural values like collectivism, respect for hierarchy, and the importance of relationships as cultural factors well-outweighed financial and non-financial incentives in this geographical area<sup>5</sup>. A study in China revealed that while competitive salary and welfare, and job security are important, employees also value job-education matching, career development. and job stability<sup>6</sup>.

Organisation's reputation, long-term employment, and traditional values of loyalty and stability are typical components that influence job satisfaction in Japan<sup>7</sup>. Meanwhile, workplace flexibility and work-life balance are the common elements that significantly influence job satisfaction in Australia and New Zealand<sup>8</sup>. Employees value supportive management, remote work options, and flexible working hours. These factors are identified to have contributed significantly to overall employees' job satisfaction. The study also emphasized the importance of a healthy work-life balance as demonstrated by laws and supported by paid time off, parental leave, and employee wellness initiatives.

In Africa, there are several factors that significantly influence employees' job satisfaction. Many studies identified lack of training programs, recognition, rewards, promotions, and limited resources as the major factors. For instance, in South Africa, scholars examined the students' perceptions of factors that affect job satisfaction<sup>9</sup>. The study affirmed that job satisfaction is significantly affected by poor working conditions, lack of promotions, recognitions, and rewards. Also, a study in Ghana revealed that nurses are not satisfied with their jobs due to the lack of good work relationships, promotional opportunities, and recognitions<sup>10</sup>. Work-life balance and fair treatment in the workplace are also seen as important factors that improve employees' job satisfaction in Africa. A study in Kenya, working conditions, leadership styles, and opportunities for research and development are seen to have a strong effect on employee job satisfaction<sup>11</sup>.

In Nigeria, for example, a study showed that employees place a high value on recognitions, rewards, promotions, professional development and career advancement opportunities<sup>12,13,14</sup>. The length of time an individual spends with the same employer or industry can also affect how satisfied they are with their job and in comparison, to an individual who changes occupations frequently, job satisfaction may suffer if growth

within the same organisation becomes stagnant<sup>13</sup>. On the other hand, if the employee keeps changing employers frequently, some people's job satisfaction may not be very high because job satisfaction can be a crucial factor, but it can be challenging to gauge or understand<sup>14</sup>.

In this study, three sub-metrics of job satisfaction namely autonomy, competence, and relatedness are adopted. Autonomy refers to an individual's freedom and independence in making decisions and exercising control over the execution of his or her tasks. In the workplace, it entails offering employees the freedom to manage their workload and determine how to achieve their objectives. Competence is the ability to efficiently complete tasks and meet job demands. This is regarded as an individual having the capacity and skill to successfully carry out work-related tasks. On the other hand, relatedness is the sense of being linked and having positive relationships with others in the workplace. It requires a sense of belonging and mutual respect among colleagues.

Work engagement is described as behaviour that is positive while at work that produces positive results in the workplace. Employees who are highly engaged at work are enthusiastic, committed, and fully absorbed in their work<sup>15</sup>. Accordingly, engagement with work is the connection that an employee has with work. The main emphasis in these cases is typically on the person's position within the organisation, the role played, motivation exerted and dedicated they are to this function and its hierarchy. One important aspect of professional engagement is the personal role. Perceiving a deeper purpose in work completed that goes beyond just the next pay check is a necessary component of healthy work engagement. The employee will give their job value, which is probably related to how they see themselves. In other words, rather than being a distinct, separated thing, their role is a component of who they are.

In this study, three sub-metrics namely cognitive, emotional, and physical are adopted for work engagement<sup>16</sup>. Cognitive engagement is the level to which employees pay attention to their jobs by using their knowledge and abilities, and continuously learning new things. It highlights employees' mental activity on their jobs and describes how they actively perform their duties by solving intended problems through creative thinking. Emotional engagement is viewed as the employees' emotional attachment to their jobs which comprises their feelings, thoughts, behaviours, and characters and actions displayed when performing their duties. Hence, positive emotions and feelings to work produce better performance. Physical engagement, on the other hand, emphasizes the vitality and vigour that employees display when performing their job functions and duties, which is defined by a high level of effort and perseverance. The significance of physical presence and energy in attaining productivity, preserving health, and cultivating a dynamic and energetic work environment is highlighted by these concepts taken together.

Self-efficacy is the conviction that one has control over their own motivation, conduct, and social environment<sup>17</sup>. A person's self-efficacy is related to his belief in his capacity to engage in an action necessary to achieve specific performance outcomes. These cognitive self-evaluations have an impact on people's goals, the amount of effort they put forth to accomplish those goals, and their likelihood of achieving specific levels of behavioural performance. Almost everyone is able to list their desired outcomes, changes they would like to see, and goals they would like to achieve. Most people are also aware that carrying out these ideas is not really that easy. In this study, three sub-metrics namely mastery experiences, vicarious experiences, and social persuasion adopted for self-efficacy. Mastery experience is one of the most significant sources of self-efficacy as it highlights how failures weaken self-efficacy, especially if they come

before a sense of efficacy, and how good experiences boost it<sup>18</sup>. Employees can get mastery experiences by finishing tasks, resolving difficult issues, or hitting goals. Employee confidence increases when they witness the tangible consequences of their labour and understand they can perform their jobs well. As a result of their cumulative achievement, they have greater confidence in their skills and capacity to meet new difficulties. Observation is the method of learning through vicarious experiences. Vicarious experience is when employees witness others succeeding through perseverance, it elevates their aspirations to reach the highest standards<sup>19</sup>. This means when employees observe colleagues who are similar to them succeeding. To be a mentor and be a role model to others is essential in an office setting. When witnessing an employee's surmounting his challenge can easily boost others' courage and confidence. For example, they are more inclined to think they can do the same. Employees' self-efficacy is the ability of the employees to observe and gain knowledge and acquire through others<sup>1,2</sup>. Social persuasion entails receiving support and criticism from others. Social persuasion can be enhanced through the provision of constructive comments and positive reinforcement that could emanate from colleagues, friends, peers, superiors, or even lower-level employees at work<sup>20</sup>. Encouragement from the bosses can also motivate employees to demonstrate their special skills and talents to ensure a positive work environment. This method involves regular feedback meetings, acknowledging achievements, and communicating helpfully. Social persuasion has a significant influence, especially in settings that prioritize ongoing development and personal growth. However, some critical problems that undermine job satisfaction of secretaries are identified. The first one is the inability of secretaries to have autonomy in making decisions. Secretaries are frequently micromanaged, compelled to follow strict standards, and must seek clearance for minor choices. It makes it more difficult for them to think

creatively and come up with independent solutions, which leaves them feeling helpless, unhappy, and low on self-worth. Lack of independence could make them feel underappreciated, which would lower their job satisfaction and cause disengagement. Secondly, the inability of the management to enhance secretaries' competence through training and development programmes will make them feel underutilized and stagnated if they are forced to perform monotonous work without the opportunity to advance professionally. Their sense of accomplishment and motivation are diminished by this lack of skill development. Thirdly, a lack of relatedness at work can also have a negative impact on job satisfaction. Inasmuch as secretaries are stereotyped and not allowed to participate in little decision-making, they will feel disconnected from the organisation. Secretaries may feel unimportant and underappreciated in the absence of a sense of connection or belonging, which lowers motivation and morale.

Secretaries are professionals in handling and managing administration duties be it in business or otherwise. They are professionals due to their extensive knowledge of administrative and secretarial duties and their abilities to manage office tasks such as private documents and correspondences. The secretaries' responsibilities include organizing the office, scheduling meetings, creating and keeping track of office documents and reports, typing letters, taking phone calls, setting up meetings, setting up appointments, and taking minutes of the meetings. Despite the fact that several studies have reviewed and discussed factors that undermine job satisfaction of secretaries, there still exist a dearth of studies that have not addressed the influence of work engagement and self-efficacy factors on job satisfaction of secretaries in public institutions. Hence, the need to empirically fill the identified gaps necessitates this study which will critically look at the structural links between work engagement, self-efficacy and job satisfaction of secretaries in public institutions, Lagos State, Nigeria.

## **1.2 Statement of the Problem**

In recent years, there has been an increasing concern in Europe, Africa, and Nigeria regarding employee job satisfaction across numerous global contexts. Low job satisfaction among employees persists, despite many studies on the subject throughout Europe, America, Africa, and Nigeria in particular. This is especially true in public institutions where secretaries typically lack autonomy because they are micromanaged and have limited decision-making authority. In these institutions, secretaries feel underutilized and are unable to advance their careers due to a lack of training or growth opportunities; competence becomes a problem. Another issue is that secretaries frequently experience a lack of connection with their colleagues and an inability to participate in the decision-making process, which lowers their sense of contribution to the organisation and belonging. All these identified problems impair their general sense of job satisfaction, which has a negative influence on how well they operate at the workplace. Consequently, this study aims to investigate the influence of work engagement and self-efficacy on job satisfaction among secretaries in public institutions in Lagos State, Nigeria.

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

The aim of the study was to investigate the influence of work engagement and self-efficacy on job satisfaction of secretaries in public institutions, Lagos State, Nigeria.

The objectives were to:

- i. identify the level of job satisfaction of secretaries in public institutions in Lagos State, Nigeria.

- ii. assess the level of work engagement of secretaries in public institutions in Lagos State, Nigeria.
- iii. identify the level of self-efficacy of secretaries in public institutions in Lagos State, Nigeria.
- iv. ascertain the influence of work engagement on job satisfaction of secretaries in public institutions in Lagos State, Nigeria.
- v. determine the influence of self-efficacy on job satisfaction of secretaries in public institutions in Lagos State, Nigeria.
- vi. determine the combined influence of work engagement and self-efficacy on job satisfaction of secretaries in public institutions in Lagos State, Nigeria.

#### **1.4 Research Questions**

The study was guided by the following research questions:

1. What is the level of job satisfaction of secretaries in public institutions in Lagos State, Nigeria?
2. What is the level of work engagement of secretaries in public institutions in Lagos State, Nigeria?
3. What is the level of self-efficacy of secretaries in public institutions in Lagos State, Nigeria?

#### **1.5 Hypotheses**

The following hypotheses were tested at 0.05 level significance:

- H<sub>01</sub>: There will be no significant influence of work engagement on job satisfaction of secretaries in public institutions in Lagos State, Nigeria.

H<sub>02</sub>: There will be no significant influence of self-efficacy on job satisfaction of secretaries in public institutions in Lagos State, Nigeria.

H<sub>03</sub>: There will be no significant combined influence of work engagement and self-efficacy on job satisfaction of secretaries in public institutions in Lagos State, Nigeria.

## **1.6 Significance of the Study**

The findings of this study, when published in reputable journals, resented in conferences, and published in conference proceedings, will be useful to the government agencies, public institution management, secretaries, other employees, supervisors, students, and future researchers.

Government agencies in charge of tertiary education (National University Commission, NUC and National Board for Technical Education, NBTE) can better allocate resources based on the requirements and challenges indicated by secretaries in public institutions, enabling efficient use of funding for the training and development of employees while the institution management can create focused training programs that address the specific needs indicated in the study, to enhance secretaries' work engagement, self-efficacy and job satisfaction, which will improve the overall efficiency of all administrative processes at the public institution.

The secretaries will learn more about how their degree of engagement, self-assurance in their abilities, and general job satisfaction affect their well-being and performance. These results can help secretaries pinpoint opportunities for professional and personal development, which can increase job satisfaction and make work more meaningful. On the other hand, other employees will see common trends or difficulties that foster a more unified and encouraging work environment throughout the organisation.

This study will offer supervisors vital information about how to cultivate a more engaging and encouraging work environment for their employees. Supervisors may put methods in place to improve self-efficacy and job satisfaction by knowing how these elements affect work engagement. This can entail expanding the opportunity for professional growth, giving helpful criticism, and fostering a positive work environment. The study emphasizes how crucial it is to attend to the particular requirements of secretaries, as doing so will enhance their productivity and sense of fulfilment at work, which will eventually benefit the entire organisation.

The study will provide important insights into the dynamics of the workplace for students enrolled in Office Technology Management (OTM) and Office and Information Management (OIM) programmes. Through an awareness of the relationship between work engagement, self-efficacy, and job satisfaction, students can build the abilities and qualities that employers appreciate most in their career preparation. The study also offers tips on how to improve engagement in high-pressure settings and emphasizes the significance of self-efficacy in attaining professional success.

Theoretically, findings from this study will also serve as a source of secondary data for future researchers who will have an interest in understanding the different activities of work engagement, self-efficacy as well as job satisfaction of employees in a work environment. Practically, findings from this study will be used and implemented by secretaries to control their work engagement to attain job satisfaction.

This study will add to the body of knowledge by providing specific insights that may influence targeted actions and policies aimed at enhancing the working conditions and overall job satisfaction of secretaries in public organisations. This study will give a complete knowledge of the elements that increase or inhibit work engagement, self-

efficacy, and job satisfaction among this crucial group of Nigerian public sector personnel by addressing particular gaps highlighted in the literature. This concentrated approach guarantees that the findings are immediately applicable and valuable to the target audience, eventually contributing to more effective human resource management and organisational practices inside governmental institutions in Lagos State, Nigeria.

### **1.7 Scope of the Study**

The scope of the study aimed at first understanding work engagement, self-efficacy, and job satisfaction of secretaries in selected public institutions in Lagos State, Nigeria. The study covered two independent variables such as work engagement (its measures are cognitive, emotional, and physical engagement) and self-efficacy (its measures are mastery experiences, vicarious experiences, and social persuasion), and one dependent variable (job satisfaction) and its measures are autonomy, competence, and relatedness. The geographical scope covered six public institutions in Lagos State, Nigeria, namely the University of Lagos, Akoka; Lagos State University of Science and Technology, Ikorodu; Lagos State University, Ojo; Lagos State University of Education, Oto-Ijanikin; Yaba College of Technology, Yaba; and the Federal College of Education, Akoka. The respondents were secretaries of these aforementioned public institutions.

### **1.8 Limitation of the Study**

The primary constraint encountered during the fieldwork was the challenge of gaining access to the secretaries, who were frequently preoccupied with their official duties. Consequently, it required a significant amount of time for the secretaries to respond to the researcher's inquiries. Additionally, the data retrieval procedure was extended by the necessity of conducting numerous visits to collect the completed questionnaires. These factors contributed to delays in the overall pace of the study and affected the time

allocated for data analysis. Despite these challenges, the study was successfully completed, reflecting the researcher's perseverance and commitment to understanding the dynamics of the field.

### **1.9 Operational Definition of Terms**

The following terms are crucial to this study and will be concisely defined below:

**Job Satisfaction:** The value that secretaries get from performing their roles with the consideration of autonomy, competence, and relatedness in public institutions in Lagos State, Nigeria.

*Autonomy:* The level of freedom and independence that secretaries have in planning and executing their tasks in public institutions, Lagos State, Nigeria.

*Competence:* It involves feeling skilled and effective of secretaries in performing their tasks, such as using office technology, maintaining records, and coordinating complex administrative processes in public institutions, Lagos State, Nigeria.

*Relatedness:* The extent to which secretaries build positive relationships with colleagues, supervisors, and others in public institutions, Lagos State, Nigeria.

**Work Engagement:** The behaviour of secretaries that is positive towards working activity, which leads to positive work outcomes, and their dedication to being engaged in public institutions in Lagos State, Nigeria.

*Cognitive Engagement:* The contributions and efforts of secretaries and their dedications to the success of the public institutions in Lagos State, Nigeria.

*Emotional Engagement:* The emotional attachment of secretaries and their passion and enthusiasm to their assigned duties in public institutions in Lagos State, Nigeria.

*Physical Engagement:* The physical energy and mental abilities of secretaries on their jobs in public institutions in Lagos State, Nigeria.

**Self-Efficacy:** The individual belief in one's capacity to ensure the execution of behaviours that is necessary to ensure the production of specific performance in relation to work activities. An ability to control one's behaviour, motivation as well as social environment.

*Mastery Experience:* The success or failure of past experiences that improve the confidence and increase the self-efficacy of secretaries in public institutions in Lagos State, Nigeria.

*Vicarious Experience:* The secretaries' acquired experiences by observing the performance of other employees in public institutions in Lagos State, Nigeria

*Social Persuasion:* It is the external influences and feedback (from supervisors, co-employees, management and so on) that affect the motivation and confidence of secretaries in public institutions in Lagos State, Nigeria.

**Work:** An activity or physical effort of secretaries in public institutions, Lagos State, Nigeria.

**Secretary:** An administrative professional who plays an integral role of office and information management, by maintaining and organizing office tasks, implement procedures and carry out additional administrative duties concerning academic and nonacademic staff in public institutions in Lagos State, Nigeria.

**Public Institutions:** The public institutions or formal post-secondary education that comprises of federal or state-owned universities, polytechnics, and college of education in Lagos State, Nigeria.

## Endnotes

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## **Chapter Two**

### **Literature Review**

This chapter reviews the literature relevant to this study. The theories relevant to the study area are also reviewed. The chapter dwells on the concept and empirical studies that discuss the influence of work engagement and self-efficacy on job satisfaction of secretaries in public institutions in Lagos State, Nigeria. This chapter is organized as follows:

#### **2.1 Conceptual Review**

2.1.1 Job Satisfaction

2.1.2 Work Engagement

2.1.3 Self – Efficacy

#### **2.2 Theoretical Framework**

2.2.1 Job Satisfaction Theory (Deci and Ryan 1985)

2.2.2 Work Engagement Theory (Kahn 1990)

2.2.3 Self-Efficacy Theory (Bandura 1977)

#### **2.3 Review of Empirical Studies**

2.3.1 Work Engagement and Job Satisfaction

2.3.2 Self - Efficacy and Job Satisfaction

#### **2.4 Conceptual Model**

#### **2.5 Summary of Literature Reviewed**

#### **Endnotes**

## **2.1 Conceptual Review**

### **2.1.1 Job Satisfaction**

Job satisfaction is described as employees' level of contentment and fulfilment with their employment. It encompasses a range of elements, including an employee's attitudes on their job responsibilities, the workplace, and their relationships with supervisors and other employees. Job satisfaction is a combination of psychological and environmental factors that can lead an individual to genuinely acknowledge their level of pleasure with their employment<sup>1</sup>. This concept is supported by the quantity of job satisfaction. Scholars define job satisfaction as a positive emotional state brought on by an assessment of one's professional experiences and the level to which employees find their work fulfilling and meaningful<sup>2,3</sup>. Job duties, working conditions, pay, and recognition are just a few of the extrinsic and intrinsic aspects that have been found to have an impact on job satisfaction, which is a complex construct. Not only does job satisfactions affect individual performance but also the success of the organisation as a whole, employee retention, and workplace morale.

Every organisation must motivate its employees to strengthen job satisfaction among them because they are valuable assets that cannot be ignored<sup>4</sup>. If the needs of external customers are to be met, then employees that are internal customers must be extensively satisfied first<sup>1</sup>. As long as employees are content in their roles and feel more committed to them, their job performance will improve dramatically and the business's overall success will be improved. On the other hand, a mismatch between expectations and workplace realities can lead to dissatisfaction, disengagement, and irritation<sup>5</sup>. Researchers have discovered a variety of critical factors that influence job satisfaction, including the insufficient autonomy, eroded competence, and fractured relatedness, type of work performed, the level of supervision, career advancement opportunities, and the

overall work environment. Businesses with high job satisfaction often have a stronger competitive edge, higher employee engagement, and lower staff turnover<sup>1,2,3</sup>.

Job satisfaction is mostly determined by the link between an employee's expectations and work experiences<sup>4</sup>. Employees are more likely to be satisfied when they believe their responsibilities are in line with their beliefs, abilities, and career goals. However, a mismatch between expectations and reality at work might result in feelings of frustration, disengagement, and dissatisfaction<sup>6</sup>. Job satisfaction influences team dynamics and corporate culture in addition to the individual. Content employees regularly collaborate, fostering a friendly workplace that encourages creativity and teamwork<sup>7</sup>. It is possible to maintain high levels of job satisfaction at every work environment. The leaders are in the best position to actively cultivate an environment that prioritizes employee appreciation, open communication, and well-being<sup>8</sup>. This promotes a sense of community and belonging among employees while also enhancing productivity. Job satisfaction can lead to improved employee performance, which benefits an organisation's overall results. Hence, it is widely regarded as the primary motivator of staff retention and productivity<sup>9</sup>. Employee satisfaction is required for increased productivity, responsiveness, quality, and recognition of service. Job satisfaction is influenced by intrinsic and extrinsic motivators, the quality of supervision, social ties with coworkers, and whether or not individuals succeed or fail at their jobs. It is considered that the conduct that contributes to the organisation's success is most likely to occur when people are well motivated, committed to the business, and find their jobs to be very satisfying<sup>10</sup>.

On the other hand, dissatisfaction can rise to negativity, which reduces spirits and destroys business cohesiveness. Job dissatisfaction arises when employees' expectations are not met<sup>11</sup>. There are many different aspects to job satisfaction and these may include

possibilities for growth, pay, recognition, and the interaction between managers and employees. It is possible to measure this job satisfaction indicator by looking at factors like discipline, work morale, and labour turnover<sup>11</sup>. If these factors are low and discipline, work morale, and labour turnover are high too; then, job satisfaction at the organisation is thought to be lower. Job satisfaction can also be described as an individual's overall attitude toward their work<sup>10</sup>. Interacting with coworkers and superiors, according to organisational practices and procedures, fulfilling turnover goal criteria, putting up with frequently subpar working circumstances, and other similar requirements are all part of the job. Job satisfaction is also referred to an employee's evaluation of his level of job happiness or discontent<sup>12</sup>. These concepts lead to the conclusion that an employee's attitude toward their work constitutes their level of job satisfaction. Among the many advantages of high employee satisfaction is the development of positive working relationships between employers and staff.

Job satisfaction has a substantial impact on the performance and efficacy of public personnel, particularly secretaries. Secretaries are office staff members who often act as the center of an organisation's activities, handling scheduling, communications, and other administrative duties necessary to keep things running smoothly<sup>13</sup>. Their job satisfaction and increased commitment to their tasks will lead to significant improvements in their job performance, which will ultimately improve the success of the organisation as a whole. Contented secretaries, for example, are more likely to proactively assist their colleagues, give fresh ideas, and maintain positive relationships with stakeholders. They frequently take the initiative to organize and solve problems, which increases productivity and generates a happy workplace.

Secretaries manage scheduling, communications, and other administrative tasks that are essential to an organisation's seamless operations. They also frequently serve as the focal

point of the group. Secretaries at government institutions, on the other hand, may struggle to perform their tasks effectively if they are dissatisfied with their jobs. Irritation and disengagement can be caused by a variety of circumstances, including lack of autonomy, lack of professional development opportunities (lack of competences), unclear job responsibilities, a lack of recognition, lack of training, and inadequate managerial assistance<sup>14</sup>. Thus, fixing these issues is critical to improving secretaries' job satisfaction. Better performance results can be accomplished by implementing strategies that prioritize their professional development, recognize their accomplishments, and build a friendly workplace atmosphere. These practices can increase employee satisfaction.

Autonomy, competence, and relatedness are the three primary sub-metrics that are strongly associated with job satisfaction<sup>15</sup>. Autonomy is the degree to which employees believe they have authority over their work and the ability to make decisions. Employees who are provided autonomy are more likely to accept responsibility for their work and get invested in it. Autonomy can have a significant impact on the job satisfaction of secretaries in public organisations<sup>16</sup>. When secretaries are allowed to organize their schedules, set priorities for their tasks, and choose how they want to conduct their work, they usually express greater happiness. They may contribute strategically and creatively to their tasks thanks to this sense of autonomy, which boosts output and makes work more enjoyable. Autonomy enables them to tailor their approach to different tasks, thereby increasing their engagement and motivation<sup>17</sup>. For instance, secretaries who can adjust their work processes to suit their personal working style or are given a say in decisions that affect their roles, tend to report higher job satisfaction and are more committed to their jobs.

Another significant sub-metric of job satisfaction is competence, which is the conviction that one has the necessary abilities and skills to perform one's job properly<sup>8</sup>. Employees who feel competent in their work are more likely to be content with their positions since they can overcome challenges and perform to expectations. Since secretaries typically have to juggle multiple jobs, manage information efficiently, and communicate effectively with a variety of stakeholders, competence is extremely important. Offering opportunities for professional development and training can increase their self-esteem and sense of competence, allowing them to perform their jobs with greater skill and confidence<sup>18</sup>. Secretaries' job satisfaction increases when they learn new skills and abilities, which develops a more positive attitude toward their work and the organisation. Finally, relatedness addresses how employees perceive a sense of connection and belonging at work<sup>15</sup>.

Building great relationships with managers and co-employees promotes a collaborative and supportive work environment, which can significantly boost job satisfaction. Building excellent interpersonal relationships is critical for secretaries working in public organisations since they are typically the primary point of contact for internal communications. There will be an increase in job satisfaction of secretaries when they feel valued and linked to their colleagues, which raises morale and develops teamwork. The advantages of this increment are that it would encourage open communication, enhance effective collaboration, and social interaction among team members and can improve relatedness and boost secretaries' overall performance<sup>15,19,20</sup>. By emphasizing these three sub-metrics - autonomy, competence, and relatedness - employers may create a work environment that not only boosts job satisfaction but also fosters higher levels of engagement and productivity among secretaries and other employees.

### **2.1.2 Work Engagement**

Work engagement is the continual process of ensuring employees feel content with their jobs, connected with organisation's values and goals, and supported enough to give their all during work hours<sup>21</sup>. It illustrates how employee is engaged on a weekly or daily basis to attain specific result while they get paid for their contributions. It could also mean the engagement of employee as a result of the different forms of motivation that is attached to their job roles. Work engagement can be described as the degree to which individuals identify with their work, actively participate in it, and regard their job performance as more vital for their own well-being<sup>1,2</sup>. Employees who are very involved in their jobs are passionate about what they do. Work engagement is the primary attitude that refers to an employee's psychological identification with his job, in which people believe that work represents their lives and that many of their interests and life goals are tied to their work<sup>3</sup>.

Work engagement is also the enthusiasm, commitment, and involvement individuals have for their jobs. It necessitates a strong sense of dedication and excitement that extends beyond simply showing up to do responsibilities. It is defined as a positive psychological situation characterized by an employee's emotional and mental attachment to their job<sup>22</sup>. Work engagement is viewed as the high levels of enthusiasm, a strong dedication to the goal, and a will to go above and beyond are characteristics that set it apart. It is also focused on the high levels of initiative and resilience are typically indications of this dedication, allowing professionals to give their all even under difficult

circumstances<sup>23</sup>. High rates have been related with lower absenteeism and staff turnover. Work engagement is the degree to which a person deliberately feels bound and unbound, as well as concerned about the work at hand. Work engagement is the degree to which people connect with their jobs, actively participate in them, and believe their success is crucial to their self-worth. A high level of work involvement reduces employee absenteeism and resignation rates in an organisation<sup>3</sup>. A low degree of work engagement will result in increased absenteeism and resignation rates in an organisation. This readiness to learn and adapt is what distinguishes engaged employees, making them tremendous assets to any organisation.

Engaged employees frequently demonstrate higher levels of discretionary effort. This refers to the extra labour that they are willing to accomplish in addition to their regular job duties<sup>2,17</sup>. Their working and relationship with other coworkers, mentors, and managers are cordial when they are fully engaged. However, idleness can mar this relationship. The continuous increased participation can have a knock-on effect, encouraging others to be more productive and improving overall team dynamics. Organisations that develop a culture of engagement frequently see greater performance across all levels, resulting in increased profitability and reduced attrition<sup>24</sup>. Employees who are engaged usually dedicate more of their time and efforts to their professions because they see a good alignment between their personal values and the aims of their organisation.

Work engagement encourages active, enthusiastic, and fulfilling participation in work obligations, in contrast to job satisfaction, which concentrates on contentment<sup>1</sup>. Engaged employees are passionate about their work and often show resilience and perseverance in the face of challenges. Positive organisational results including innovation, productivity, and employee retention are closely associated with the concept. Three

components make up work involvement energy (vigour), dedication, and absorption<sup>26</sup>. The energy and mental fortitude of an employee that enable them to work consistently is known as vigour. Dedication is defined as being thoroughly immersed in one's work while experiencing a sense of pride and significance. On the other hand, absorption refers to being completely immersed in one's work, where time appears to fly by and one's attention is solely focused on the tasks at hand. When these aspects are integrated, they create a state of complete engagement that benefits both the organisation and the employee.

There are several factors that can easily and positively influence work engagement and some of these are the positive work environment, professional development opportunities, and provision of working tools, resources, and facilities, such as assistance from supervisors and coworkers<sup>3,14,21</sup>. Personal resources such as optimism and self-efficacy are also valuable. The availability of office resources and facilities are likeable tools that delight employees to stay engaged and feel supported. It has been proven that having a sense of autonomy in one's job, defined goals, and constructive criticism greatly increase engagement levels. It is believed that work engagement has numerous rewards that go beyond personal productivity. Organisations with highly engaged staff experienced increase in customer satisfaction, innovation, and attrition rates. These achievements are possible as long as the organisations are driven by who are more likely to be proactive, innovative, and collaborative.

On the other hand, the inability of the management of every organisation to provide these aforementioned mechanisms could lead to employees being disengaged from work. Work disengagement simply means employees exhibit high level of unwillingness to work, not being committed and dedicated to the assigned tasks, and lack of enthusiasm which they may demonstrate when their needs are met<sup>14</sup>. Disengagement surfaces when

employees decide not to work, having low interest to assigned duties, and their general apathy toward meeting the set organisational goals. When employees do not see a link between their efforts and meaningful results, they may get disenchanted, resulting in lower productivity and morale.

The discrepancy between employees' expectations and employees' real experiences could also be seen as main factor for disengagement<sup>22</sup>. Employees can easily lose interest in performing tasks when their expected needs for professional advancement, recognition, rewards, training opportunities, and materials provision are not in place. They will later feel disappointed by ambiguous roles, a lack of resources, or a hostile workplace culture. This disconnection can be exacerbated by feelings of stagnation, where employees see little opportunity for growth or advancement. Disengagement is a normal reaction to employees' frustrations when they believe their employment is pointless or unsatisfying<sup>26</sup>. It is therefore important for management of every organisation to ensure its employees are well-satisfied by fulfilling all the promises they make for them, provide adequate materials to do their jobs, train and develop their competencies, allow them to express themselves and contribute freely to the organisational growth and development, and maintain well-culture work environment where all employees can easily relate with one another. Hence, work engagement fosters resilience by assisting employees to overcome challenges while still making significant contributions toward achieving the set objectives of the organisation.

The kind of tasks secretaries handle and oversee at public institutions required they are given much attention. They oversee a large volume of information as the information custodians and bearers of the institutions. For these types of office personnel, the provision of office assistance would help them streamline their daily business activities as it is vital to keep them motivated. However, the non-provision will continue to lower

their job satisfaction<sup>1</sup>. Fair workload distribution, access to essential tools (such as modern ICT tools), and opportunities for skill development are all critical. Secretaries who feel empowered and appreciated by their businesses are more likely to show high levels of involvement, which boosts productivity and job satisfaction. Secretaries work in high-pressure environments; thus, their involvement is especially vital in public companies. Active secretaries are better able to deal with these challenges, keeping their motivation despite administrative barriers and bureaucratic delays. They demonstrate fortitude, meticulousness, and proactive problem-solving skills, all of which contribute to the public sector's smooth operation and improved service delivery. Organisations that prioritize providing a comfortable work environment for secretaries are likely to experience an increase in overall effectiveness and efficiency.

### **2.1.3 Self-Efficacy**

This is a concept that is associated with the belief of an individual in relation to their capacity with the aim of executing the necessary behaviour that is needed towards the production of basic performances that is attained for specific purposes<sup>2,3</sup>. Deductively, self-efficacy is crucial to obtaining satisfaction on the job because it shows the ability and confidence of an individual and their attainment on job satisfaction in general, and when self-efficacy is high employee work effectively. Secretaries are identified as employee in an office with the responsibility in assisting with the correspondence, making of appointments as well as the execution of administrative task<sup>27</sup>. When the office environment has a feature where the design is in a favourable manner, secretaries will be motivated enough to perform well in the organisations<sup>28</sup>. This implies that work environment has to be well taken care of like any other human environment as

substantial numbers of individuals' hours are spent in the work environment, especially the office environment.

Productivity is measured or identified based on the individual level of output, that is being given out as a result of the motivation which is created on the job. In a nut shell, productivity is seen as a quality or state of an individual or group of individuals to be productive. There are six major factors that are determinants to the productivity of work, and these includes work or employee attitude, employee skills level, the relationship that exists amongst the workforce as well as the leadership, management productivity, efficiency of workforce and also entrepreneurship<sup>29</sup>. Productivity is identified to be related with the efforts of human activities towards the production of goods and services which are important in meeting the needs of human and society at large<sup>30</sup>.

An employee with the intentions to improve self-efficacy towards improving their performance need to have a full understanding on how self-efficacy can be effective, as shown below<sup>31</sup> listed four major sources which are: Experience Mastery is one of the ways in which self-efficacy can be developed because when employees are performing a task the strength of their self-efficacy is strengthened, but when they do not attend to such task, their self-efficacy is weakened.

Social Modelling is a situation where an employee experienced another employee complete a task successfully based on their sustained effort allow them to have the self-belief that they too can succeed in the task. Social Persuasion is another effective way self-efficacy can be improved because an employee can be persuaded to have the belief that they have the capabilities and skills to succeed in relation to an activity, and this comes in the form of encouragements, positive reinforcements, which help some employee to overcome their self-doubt. Psychological Responses plays a crucial role to

specific situations in relation to self-efficacy as some employee may be experiencing stress of different sorts, and responses or words of encouragements can make them build or develop a positive attitude towards work<sup>31</sup>.

Self-efficacy has shown to be as a result of the individual development to perform a task because there is an increased level of encouragement that is available to regulate the performance of an individual employee better<sup>32</sup>. The importance of self-efficacy on employee towards job performance has shown that self-efficacy, or a person's belief in his own ability to execute specific tasks, has been linked to professional performance, burnout, stress, and role modifications<sup>33</sup>. Employees must grasp the function of self-efficacy in the workplace due to its influence on performance, because employees' self-efficacy determines how they handle jobs and obstacles at work<sup>52</sup>. Thus, it is critical for an individual to have a strong sense of self-efficacy in order to perform successfully and deal with workplace obstacles.

Self-efficacy is also the belief in one's ability to organize knowledge and carry out a plan of action in order to navigate a potential circumstance. Self-efficacy is a vital component of an individual's self-system, which includes attitudes, abilities, and cognitive resources<sup>31</sup>. A high level of self-efficacy increases the likelihood of completing a task successfully. Self-efficacy is not an innate trait; it can develop via experiences and manifest as judgments about numerous aspects of life<sup>34</sup>. That is, a person does not have to be born with a high feeling of self-confidence or believe in his talents; such person can develop this feature through self-learning.

Employee self-efficacy is seen as the power to produce desired results and it is stated to originate from social learning theory of Rotter and from the social-cognitive theory of Bandura which explains that when individuals recognize themselves as having the

capability of performing an assignment, they make sure to prepare themselves for associated uncertainties and risks<sup>35</sup>. When employees have confidence in their own talents, they take chances by trying out novel tactics, are able to deal with challenging situations, display positive behaviour at work and ultimately contribute to the long-term success of their organisations<sup>36</sup>. For example, teacher's self-efficacy is based on their ability to positively affect student's learning and teachers with higher self-efficacy set more ambitious standards for themselves because it has been demonstrated that teachers' opinions of their efficacy predict whether school curricula will be implemented successfully and help distinguish fewer effective schools from the most effective ones<sup>37</sup>.

Employee self-efficacy as the power of "I can" and as individual's beliefs that they are skilled to reach the goals of performing certain tasks because individuals who have high level of self-efficacy attribute to their competences that they are able to compete with obstacles and challenges defined<sup>38</sup>. Self-efficacy beliefs influence the choices we make, the effort we put out, our degree of drive, how we feel about ourselves or others, the duty we carry out and how long we persist when faced with challenges<sup>39</sup>. An employee's perceptions, motivation and performance are influenced by his or her comprehension of their potential and competence and it thereby seen that employees won't try to complete a task if they lose hope of success<sup>39</sup>. However, individuals with low level of self-efficacy causes dissolve or decrease in their efforts to cope with the obstacles and challenges they are faced with<sup>40</sup>.

Self-efficacy is defined as people's confidence in their abilities to exert control over their behaviour and over circumstances that have an impact on their lives or it could be a "belief in one's abilities to mobilize the drive, brainpower, and strategy required to meet specific situational demands<sup>41</sup>. The relationship between self-efficacy and motivation, well-being and personal accomplishment leads researchers to the conclusion that self-

efficacy influences how individuals think, act and motivate themselves to carry out specific tasks<sup>42</sup>. Stress, despair, worry, and a sense of powerlessness are caused by low self-efficacy because they are less successful as a result of their low self-efficacy, it also has an impact on how people think, which is observable in the calibre of decisions and accomplishments, including academic success and it also has an impact on how people act, particularly in terms of how they select and carry out specific activities which has an impact on motivational level<sup>43</sup>. However, it is made clear that having an excessively high level of self-efficacy without the appropriate training can be disastrous and considering a person who overestimates their capacity to complete a marathon but is wounded as a result of inadequate training<sup>45</sup>.

Self-efficacy is the product of experience and there are four kinds of experiences that helps an individual to develop self-efficacy and they are social persuasion, performance outcome, vicarious experiences as well as emotional and physiological<sup>46</sup>. Social persuasion talks about result of receiving feedback from superiors or peers after completing a task and the encouragement or discouragement that comes from other people may undermine or develop the self-confidence of person to perform while performance outcome refers to positive past performance outcome experience which is also called "*mastery experience*" because the present self-efficacy is built on the past successful experience and for example, a person has the self-confidence to take on a new job or new challenge because he/she has done it successfully in the past<sup>47</sup>.

Vicarious experiences are connected to experience as a result of witnessing another person's successful completion of a task and when an individual has witnessed someone completing the work and based on that observation, he or she is confident that he or she can do the same and that "If he/she can do it, I can do it too" is the underlying notion here and this thereby state that both positive and bad vicarious experiences have an

impact on a person's confidence in their ability to carry out a new task and lastly, the emotional and physiological state refers to people experience bodily sensations as a result of physiological and emotional reactions after completing a particular task, and how they interpret these feelings affects how effective they believe their efforts to be<sup>47</sup>.

Self-efficacy is the conviction in one's own skills and abilities which helps to governs people's thoughts and emotions around themselves and all aspects of self-efficacy influence our motivation, ideas, feelings and behaviours which thereby primarily affects cognitive and affective processes and it has a significant impact on how people perceive their experiences in life<sup>35</sup>. Self-efficacy is the result of prior experience, observation, emotion, and persuasion and it has been argued that our belief in our own abilities can affect our likelihood of succeeding in a task and this is because self-efficacy is associated with both academic success and the capacity to overcome fears<sup>44</sup>. The level of self-efficacy affects how employees approach tasks and obstacles at work which therefore helps to develop a strong feeling of self-efficacy which is crucial for employees to perform successfully and handle obstacles at work<sup>48</sup>. However, self-efficacy has a significant impact on how much effort people put into a certain task and when faced with obstacles, a person with high self-efficacy for a certain task will be resilient and persistent, whereas a person with low self-efficacy for that task may withdraw or avoid the circumstance<sup>49</sup>.

Role of self-efficacy in job satisfaction which is also known as authentic self-confidence is a more valuable asset than expertise, knowledge, or even experience and an employee who lacks genuine self-efficacy may struggle to make difficult choices, preside over meetings with authority, encourage open communication and be receptive to criticism, especially constructive criticism<sup>50</sup>. It is stated to be the foundation of leadership which can be taught to be an effective problem solver and who is more decisive or to be a

better communicator who can also mentor, coach and as well as hold team members accountable for the outcome of a task<sup>44</sup>. Without authentic self-efficacy, an employee will always doubt his/her decisions and also find him/herself becoming more defensive when challenged and without self-efficacy, an employee may also find him/herself lacking in leadership qualities<sup>48</sup>.

Self-efficacy affects learning and performance of employees in the workplace in five ways such as learning and exerted efforts where employees learn, work, and put out effort at a level that is compatible with their ideas about their own efficacy and high self-efficacy employees put forth a lot of effort to learn new skills because they are sure they will succeed<sup>44</sup>. It's persistence in which people attempt new and difficult tasks, as employees' self-efficacy views affect how long they will persevere when taking on difficult activities because they are more certain that they will be able to learn and complete the task successfully, employees who have high self-efficacy will persevere longer when faced with challenging assignments.

The amount of stress and anxiety individuals experience when they engage in a task, as stress's physiological effects are influenced by beliefs in one's own efficacy and when faced with obstacles, those who have lower levels of self-efficacy may react physiologically more strongly than people who have higher levels of self-efficacy and their performance on the task and their level of tenacity in the face of difficulty may be impacted as a result. The goals that employees choose for themselves shows that self-efficacy beliefs influence employee's decision-making, amount of goal-challenging as well as dedication to their own objectives and employees who lack self-efficacy will select less difficult objectives for themselves and vice versa. The way in which resilient employees will be in the face of adverse situations: self-efficacy attitudes affect how an

employee will react to setbacks and people who believe in their own abilities will bounce back from failures more quickly than those who do not.

## **2.2 Theoretical Framework**

### **2.2.1 Deci and Ryan Theory of Job Satisfaction**

Deci and Ryan (1985) developed the theory referred to 'self-determination' which they further used to describe employees' level of job satisfaction<sup>52</sup>. They emphasised three sub-metrics which are relatedness, competence, and autonomy. All these sub-metrics indicate how well employees are satisfied with their jobs, and they provide credence that employees are happier when they feel competent, independent, and connected to other colleagues at the workplace. The theory expressed that if management of every organisation should meet these fundamental psychological needs, which are critical to human development and well-being, rather than focusing primarily on outside rewards, employees will be extensively satisfied with their jobs<sup>20,51,53</sup>.

The theory proposed that autonomy expresses the need for employees to have control over their work and decision-making processes. Several studies have shown that when individuals are autonomously motivated, either through intrinsic motivation or well-internalized (thus autonomous) forms of extrinsic motivation, they intend to exhibit greater excitement, interest, confidence, and vitality, which leads to improved performance, creativity, perseverance, and general well-being<sup>52,53</sup>. It is further explained that employees feel more ownership and responsibility for their responsibilities when

they are allowed to choose how they approach their tasks<sup>54</sup>. Employees are more likely to feel independent if they are given the freedom to think creatively and manage their work in a way that aligns with their values and hobbies. Employee commitment to their work is expected when they are given the freedom to make decisions independently and are not micromanaged, which raises job satisfaction. Increased motivation, involvement, and ultimately a deeper connection to the organisation are the results of this liberty.

The theory emphasizes the importance of employees feeling competent and productive at work. It is expressed that when employees feel they can overcome obstacles at work and effectively complete their jobs, they feel satisfied<sup>20,53,54</sup>. The development of skills, chances for skill demonstration, and feedback all contribute to the development of competence. Employers may greatly increase their staff members' perceptions of competence by making investments in professional development, training, and achievement recognition. The theory contends that a person's sense of competence and productivity at work improves their self-efficacy, and self-efficacy is directly related to performance and job satisfaction in general. The theory also looks at employees need for connection and belonging in the workplace<sup>20</sup>. It expressed the level of employee satisfaction at work when they feel they are recognised and regarded as important individuals and are being supportive and allowed to relate effectively with their superiors, colleagues, and management team. Employee job satisfaction and loyalty to organisation will increase as a result of the successful connections.

The three sub-metrics of this theory are autonomy, competence, and relatedness. Autonomy is the ability to make independent decisions and govern one's own conduct<sup>19</sup>. An individual's belief or assumption of deciding on what to do and how to do it without any interference from others or being imposed by certain conditions or factors while at the end, they satisfy their personal needs. Individuals are empowered to act on their own

unique beliefs to achieve the set objectives of their organisation. Individuals are more likely to exert effort when they believe their actions are self-determined, the sense of volition associated with autonomy fosters motivation, creativity, and engagement<sup>20</sup>. In every organisation, when employees are allowed to have autonomy over their duties and job functions, job satisfaction and performance tends to be highly experienced. Giving autonomy to employees does not mean the organisational structure and ownership are ignored rather it gives a sense of ownership and control over one's decisions within given frameworks<sup>15</sup>.

Competence means an ability to which can be described as an individual's psychological ability of believing in himself to successfully achieve desired outcomes or meeting or surpassing the organisational set targets<sup>19</sup>. An individual must be able to show a sense of mastery and accomplishment while dealing with duties and obstacles, which helps to motivation and well-being. Individuals who feel competent are more likely to engage in their activities, persevere despite problems, and be satisfied with their achievements<sup>20</sup>. To be competent, individuals need to enhance their skills and harness them to achieve positive results. For example, in educational settings, students receive a sense of competence when they successfully comprehend new concepts, whereas in professional settings, employees who are assigned assignments that match their skill level and possibilities for advancement are more likely to succeed.

Relatedness refers to the desire to connect, belong, and form meaningful relationships with others<sup>15,19</sup>. It is the want to be cared for, to help others, and to feel like one is a part of a supporting community. Humans are fundamentally social organisms, and strong interactions are essential for mental and emotional wellness. In general, relatedness can take many forms, including strong friendships, family affiliations, professional relationships, and community ties. Individuals who feel linked to others have a sense of

security and support, which boosts their motivation to engage with and contribute to their social settings<sup>19</sup>. For instance, students who feel connected to their fellow students, lecturers, and peers tend to perform better in their academics than those who isolate themselves. Also, in official settings, professionals who experience relatedness through favorable interactions with coworkers and bosses are more likely to be fulfilled and motivated at work. Relatedness also adds to resilience, because persons with strong social relationships may better negotiate stress and hardship<sup>7</sup>.

Autonomy, competence, and relatedness are basic psychological requirements that influence human behavior and well-being in a variety of life situations<sup>15,16</sup>. When these needs are met, people are more likely to have pleasant feelings, engagement, and a sense of fulfillment in their activities. Whether in education, business, or personal life, these demands combine to produce environments that promote intrinsic drive, personal growth, and social cohesiveness. The hypothesis demonstrates that work environments that promote autonomy, competence, and relatedness are more likely to produce more productive, dedicated, and committed employees who are happier and mentally healthy<sup>15,19</sup>. Meanwhile, the inability to accommodate the three virtues could result in occupational stress, discontent, and disengagement for employees.

The theory is significant to the study because it explains the fundamental roles of intrinsic motivation in boosting job satisfaction<sup>53,54</sup>. It suggests that a secretary's ability to exercise autonomy in decision-making, feel competent in their professional skills, and create meaningful relationships at work can all have a major impact on job satisfaction. Secretaries often work in rigid, hierarchical workplaces. Secretary job satisfaction is likely to be higher when employees consider their work allows for personal development, skill mastery, and positive interactions with supervisors and coworkers. On the other side, conditions that limit freedom, put doubt on skills, or discourage close relationships

may make people feel less fulfilled. The theory provides a framework for understanding how self-determination of secretaries can lead to higher satisfaction because a better job satisfaction is critical for productivity in public institutions.

### **2.2.2 Work Engagement Theory**

Kahn 1990 propounded the theory of work engagement after his research that tested the premise that individuals not only can bring varying levels of themselves physically, cognitively, and emotionally to their work but that those levels affected their experiences of work and therefore their performance. Within his work, Kahn identified three principles dimensions of employee engagement such as the physical, cognitive, and emotional. Cognitive engagement is to be engaged at this level, employees need to know what their employer's vision and strategies are, and what performance they need to deliver to contribute to them as much as possible. Kahn also drew attention to the meaning that people attached to their work, theorizing that more knowledge encouraged more creativity and confident decision-making.

Emotional engagement is based on the emotional relationship that employees feel with their employer. A positive relationship will require the organisation to learn how to create a sense of belonging at work, encouraging employees to trust and buy into the values and mission of the company. Kahn cited the likes of positive interpersonal relations, group dynamics, and management styles as practices that would make people feel safe and trusted. Physical engagement is relating to the extent to which employees expend their efforts, both physical and mental, as they go about their jobs. Kahn used examples of employees describing themselves as 'flying around' during their work and

experiencing high levels of personal engagement during that time. He linked the ability to expend physical and mental energy at work with increased feelings of confidence.

What Khan did within his work was relate three psychological conditions (feeling safe, meaningfulness, and having the right energy and resources) to the three dimensions of engagement (physical, cognitive, and emotional). In essence, he believed that engaging people across all three dimensions would help them to feel secure in their roles, feel that the efforts they were making were worth it and believe that they would be supported in their physical and mental efforts. The Vroom's expectancy theory is based on the hypothesis that individuals adjust their behaviour in the organisation on the basis of anticipated satisfaction of valued goals set by them. The individuals modify their behaviour in such a way which is most likely to lead them to attain these goals.

This theory underlies the concept of performance management as it is believed that performance is influenced by the expectations concerning future events. The strength of a tendency to act in a certain way depends on the strength of the expectation that the act will be followed by a given outcome and the attractiveness of that outcome to the individual<sup>54</sup>. In simple terms, employers believe that when they attach a special reward to exceptional performance, employees are motivated to perform better on their job in expectation for a future reward. It is believed that employees will behave in a certain way because they are motivated by the result of such behaviour. However, employees must be clearly told what result is expected of them and what behaviour is needed to achieve those results<sup>55</sup>.

Kahn's Theory is relevant to this study as he emphasizes the psychological conditions of meaningfulness, safety, and availability that are essential for secretaries' engagement in public institutions in Lagos State, Nigeria. Kahn asserts that when employees find their

work meaningful, they become more interested in it. Secretaries may find this to be the case given their critical role in maintaining efficient administrative processes and supporting essential organisational activities. For secretaries, who frequently traverse difficult bureaucratic settings, a sense of safety, or feeling protected and supported at work, is crucial. When they believe their workplace to be inclusive and courteous, they are more likely to be engaged. Being available, or having the mental, emotional, and physical capacity to carry out their responsibilities, is essential for secretaries whose jobs need handling a variety of everyday contacts and activities. Secretaries' job engagement may be greatly increased in Lagos State's public institutions by cultivating these psychological circumstances through supporting leadership, acknowledging their efforts, and providing essential resources. In addition to increasing secretaries' output and job satisfaction, this increased secretaries' participation also helps the public sector as a whole to be more effective and efficient in its service delivery.

### **2.2.3 Self-Efficacy Theory**

The Bandura's self-efficacy theory suggests that a person's confidence in his abilities can determine his drives and decisions, and an individual with a high level of self-efficacy tends to foster a more positive outlook and experience a lower incidence of stress<sup>56</sup>. The self-efficacy theory is hinged on the premise that self-efficacy is connected with behaviour and performance of an employee on the job towards attaining job satisfaction.

High self-efficacy has numerous benefits to daily life, such as resilience to adversity and stress, healthy lifestyle habits, improved employee performance, and educational achievement<sup>57</sup>. Employees who will be able to key into the organisations goals in order to benefit from the work system must have confidence in their ability to achieve

organisational goals no matter how high the goals are. Employees with low self-efficacy find difficult goals a challenge<sup>56</sup>. From the first time the goals are communicated by the organisation, such people already see themselves failing without even trying. On the part of the organisation, organisations should also assess if their staff have the ability to achieve the kind of goals they have set. Self-efficacy improves job performance amongst employees especially in a work environment that allows employee to constantly improve their work ethics<sup>58</sup>. Deductively, self-efficacy is crucial for employee performance to be improved on the job.

The adoption of appropriate strategies to attain self-efficacy and job satisfaction amongst employees who will benefit from the work system will also need to adopt appropriate strategies to achieving set goals<sup>61</sup>. When people are trained to use appropriate strategies, it is expected that performance should also improve. If the strategies implemented by employees in achieving a goal is not appropriate, then a worse performance should be expected<sup>52</sup>. On the part of the organisation, organisations also need to assess if they have trained their staff on the appropriate strategies to be used and if they have provided resources necessary to make the goal achievable. Because Bandura's theory explains how individuals think, feel, motivate themselves, and behave, it is also pertinent to this investigation.

High self-efficacy can boost a secretary's confidence in handling complicated processes and unforeseen obstacles because secretaries are frequently faced with multitasking and important administrative obligations. Resilience, initiative, and problem-solving abilities are more common among secretaries with high self-efficacy in Lagos State's governmental institutions, where bureaucratic procedures can be complex and demanding. This is accomplished through verbal persuasion (getting encouragement and helpful criticism), vicarious experiences (observing and learning from peers), mastery

experiences (handling prior tasks successfully), and physiological and emotional state management (lowering stress and raising focus). It is worthy to note that public institutions can effectively empower secretaries and boost their self-efficacy which will in turn lead to higher performance, personal growth, and better organisational achievements and effectiveness.

Syntheses of theories, shows that the Deci and Ryan theory, Kahn theory and Bandura's self-efficacy theory are crucial to this study because in relation to work engagement, self-efficacy and job satisfaction of secretaries in public institutions, employees must be able to function with less supervision in higher institution because the goal of their work engagement is to ensure that the needs of people are met. The Deci and Ryan (1985) Self-Determination Theory argues that every employee is likely to be motivated when he or she has autonomy, competence, and relatedness in place when performing his or her duties. Employee autonomy is the ability to choose how to carry out their duties, enabling them to match their actions with their own values and objectives. Employees will be more engaged and satisfied when management allows them to have autonomy. Competence illustrates employees' beliefs and their capacity to accomplish tasks effectively, which boosts motivation and propels them toward job mastery and achievement. Relatedness illustrates the relationships of employees within the work environments. Thus, the theory relates to secretaries' job satisfaction in public institutions because the availability and enabling of autonomy, competence, and relatedness would prompt them to feel motivated, dedicated, and satisfied in their job roles.

The Kahn theory 1990 on work engagement is a supporting theory that us used to explain the work engagement process of employees and their effort towards job satisfaction. The Kahn theory hypothesize that employee behaviour is crucial to their

performance on the job because when employees are positive with their behaviour on the job, it is expected that the outcome of their behaviour will reflect on their work engagement result<sup>59</sup>. Hence, an understanding of employees' behaviour and attitude on the job describes their level of determination during the work engagement which will in turn determine the outcome of the contribution within the institution<sup>60</sup>. This theory has showed that work engagement amongst employees is a contribution of motivation, determination and effect of self-efficacy in order to attain job satisfaction amongst employees.

The Self-Determination Theory by Deci and Ryan (1985) is extremely pertinent to our study since it emphasizes the fundamental psychological requirements that, particularly in higher education, influence worker motivation and job satisfaction. Secretaries' engagement and job satisfaction are positively impacted when they feel empowered to make decisions about their work through autonomy. On the other hand, competence highlights how crucial it is for workers to feel competent and capable in their profession, as this increases their self-assurance and productivity at work. Enhancing job happiness also heavily depends on relatedness, which is the feeling of connection and belonging with coworkers and the larger organisational environment. Therefore, this study applies the Self-Determination Theory to demonstrate how meeting these psychological needs, autonomy, competence, and relatedness, can contribute to greater job satisfaction among secretaries in higher institutions. The following section of this study will present a review of empirical studies, focusing on each of the specific research objectives. In order to comprehend the theoretical and empirical aspects of this research, a thorough literature review is included. The notions of autonomy, competence, and relatedness will be extensively explained by this review, enabling the researcher to subsequently examine the findings in light of the goals of the study.

The Bandura's self-efficacy theory on another hand show that mastery of one's experiences on the job is one of the important sources of efficacy because they provide the most authentic evidence of whether one can muster whatever it takes to succeed. Success builds a robust belief in one's personal efficacy. Failures undermine it, especially if failures occur before a sense of efficacy is established" based on Bandura 1997 assertion. Vicarious experiences are another important source of self-efficacy is the vicarious experiences provided by social models. Social persuasion includes receiving positive verbal feedback while undertaking a complex task persuades a person to believe that they have the skills and capabilities to succeed. Peer modelling include learning from example from those around one's organisation, and an employee can be a peer model to the rest of the employees of the company they will want to learn how to act and behave in that manner, especially if this good behaviour helped them achieve more success or drew more praise from the boss. Self-efficacy also allow participation because it tends to be essential in any work environment it encourages the person to be active and engaged, great qualities in someone that are usually influential in a person's levels of self-efficacy.

### **2.3 Review of Empirical Studies**

The review of empirical studies in this chapter focused on studies that have been researched on work engagement, self-efficacy on job satisfaction, the influence of both work engagement and self-efficacy on job satisfaction. The combination of work engagement, self-efficacy and job satisfaction amongst employees within the field of work was examined, and the study showed that these concepts are intertwined; yet, this review of the different studies are presented below due to their importance to this research study<sup>61</sup>.

### **2.3.1 Work Engagement and Job Satisfaction**

Work engagement and job satisfaction are identified to be two different themes, as the former is a theoretical process that involves exhibiting or performing some tasks within an organisation for some form of rewards<sup>62</sup>. Job satisfaction on the other hand is a reflection of an employee positive feeling with regards to a performed task within an organisation, and this is also dependent on the value that is being obtained from the job<sup>63</sup>. Deductively, work engagement is a theoretical implication and a concept that shows an employee stewardship within an organisation<sup>64</sup>. Meanwhile, job satisfaction amongst employee is based on motivation that is exerted on the job, and job satisfaction is a concept that drives motivation amongst employees<sup>65</sup>.

Work engagement is identified in different studies as it has a connection with job satisfaction as a significant percentage of studies have shown that engagement in work amongst employees in school has a correlation with job satisfaction<sup>66,67</sup>. Due to work engagement employee is meant to attain job satisfaction on the job, because when an organisation ensures that employee satisfaction is paramount on the job, work engagement will not be jeopardized as employee will be identified to perform on the job with little or no supervision<sup>67</sup>. It is revealed that work engagement is the driving force of an organisation which leads to job satisfaction, and when the management ensures that the work environment of the employee is conducive, therefore, satisfaction on the job will be attained<sup>68</sup>. Deductively, secretaries within higher institution will also show some form of job satisfaction especially when they are engaged with work activities, rather than being idle.

Work engagement is identified as a business endeavour that is linked to the success of the organisation because an employee's level of commitment to their work is described as a good and rewarding state of mind that is most typically characterized by three

distinct aspect of work engagement which are vigour, dedication and absorption which includes the emotional, cognitive and physical aspect of it<sup>69</sup>. Vigour is the state of having a lot of energy and mental tenacity when working while a feeling of challenge, pride, and involvement are all traits of dedication and a state of whole and total concentrate on the job at hand is referred to as absorption<sup>70</sup>. It is of the believe that work engagement is a distinct motivational concept that can be differentiated from other concept such as organisational commitment or productivity but it has been identified that work engagement is distinct and it is only a repackaging of other concept<sup>71</sup>.

The benefit of work engagement for organisations and individuals because the way individuals achieve their work and fulfil their tasks is solely dependent on the extent at which they are engaged in their work<sup>72</sup>. Employees who are engaged with their work are more focused and attentive on their responsibilities and they are also emotionally connected to their tasks which makes them more active in social activities and hobbies outside work and the positive effects of work engagement spill over into private life which tends to improve individual and group performance<sup>73</sup>. Additionally, work engagement is stated to be high personal investment in one's work role which includes the characteristics of being cognitively vigilant, energized and willingness to invest extra effort to achieve goals<sup>74</sup>. Work engagement also involve the degree at which an employee has the feeling of being engaged, enthusiastic and also satisfied with their job role<sup>75</sup>. It entails the comprehensive aspect that address different consequences in work and other different variations which have the potentials to ensure that the goal of an organisation is attained<sup>75</sup>. This assertion means that when an organisation of company ensure that employees are given the opportunity to create a positive attitude and also maximize their efforts simultaneously, will also ensure that the engagement of the employee within an organisation will be opened.

Work engagement is seen to involve the process where an employee is determined to improve their working environment, organisation as well as their selves on their given job<sup>76</sup>. Deductively, this means that engagement shows the process where an employee shows the importance of being part of an organisation with their job roles and activities. Hence, an employee will express and devote their emotion, mentality and cognition on the job; this shows that the employee shows an attitude that is positive to their work irrespective of the stress involved, they show absorption and dedication<sup>76</sup>. Arguably, the assertions show that work engagement to employee within an organisation lead to improved activities, because employees are given an expected work role which they are expected to perform basic repeated tasks, and through these tasks, their time will be devoted on the job.

Work engagement revealed that the office environment features need be design in a favourable manner in which confidential secretaries will be motivated enough to perform well in the organisations<sup>77</sup>. This implies that work environment has to be well taken care of like any other human environment as substantial numbers of individuals' hours are spent in the work environment, especially the office environment. Noted that office environment needs to be taken care of, because it involves a lot of continuous movements, activities and events which increase serious health issue, welfare and overall office employees' job performance<sup>78</sup>. Office is any place where information on paper and information is documented converges, preserved and used for current operations of the businesses.

Asserts that work engagement has a connection with career development which has an effect on performance on the job as well as leading to satisfaction amongst employees<sup>79</sup>. Within a work environment, an employee can be fully engaged in the work process because the need to improve personal performance which will in turn positively affect

the organisation goals and working conditions is part of the work engagement process<sup>80</sup>. Asserts that work engagement amongst employee is determined by the working conditions employees are exposed to and through this, job performance is equally improved<sup>81</sup>. Deductively, the assertions show that work engagement amongst employees lead to satisfaction on the job.

Work engagement amongst employee leads to satisfaction and this is based on when an employee is engaged with the work that they really prefer to do, and factors such as salary, work conditions are also identified factors to work engagement<sup>82</sup>. Arguably, work engagement is viewed to be related with the values that is established within an organisation which leads to job satisfaction as well as an improve performance of employee<sup>83</sup>. It was identified that work engagement shows that employees gain satisfaction from their jobs from their received wages and this is a motivation that keeps employee engaged with their work in order to be the very best within an organisation<sup>84</sup>. These assertions have shown that work engagement to employee is dependent on monetary factors as well as personal employee motivation based on their preference for the job.

The concept of "engagement" describes the concurrent employment and expression of a person's "preferred self" in task behaviours that strengthen connections to others and their work<sup>69</sup>. When employees are genuinely invested, their physical, cognitive, and emotional presence increases which leads to active and complete performance and this innovative notion suggests that employees who are deeply engaged in their work exert more effort because they have a strong connection to it<sup>85</sup>. Work engagement is regarded as a mental state in which a person is believed to be fully invested in the task at hand and to be fully marked by devotion, enthusiasm and absorption about the work at hand because it is mainly used to characterize emotions, devotion, absorption and vitality<sup>71</sup>.

Positive influence of work engagement among employees is a top priority for many organisations as it helps to increase employee's productivity and this increased level of productivity among employees provides numerous benefits to the organisation because it has a positive effect on profitability, economic development as well as social advancement<sup>86</sup>.

The idea of work engagement among employees have been used to identify the love employees have for their work in the workplace which is seen as a means of improving productivity<sup>87</sup>. The factors that enhance productivity among employees include opportunities for development, effectiveness of informal workplace learning, individual performance, job resources as well as workplace optimism<sup>88</sup>. Work engagement among employees is stated to be a voluntary emotional commitment that is being affected by support from the organisation, personal passion as well as mutual trust among team members because employees' commitment to their work may rise if their co-employees and supervisors are helpful and trustworthy<sup>89</sup>. The concept of organisational engagement includes both organisational commitment and employment satisfaction because the idea of organisational commitment is seen to be more attitudinal in character, normative dimensions, continuation and covering emotive<sup>90</sup>. Organisational commitment is one of the most beneficial work outcomes that may result from high levels of employee involvement and it is very important for managers in organisation to encourage engagement because employees' disengagement or isolation is the root of the problem of employee's unwillingness to commit<sup>70</sup>.

Employee Engagement at Work: "Employee Engagement" describes a sense of commitment and emotional involvement on the side of employees and aside from emotions, the most vital motivator for employee engagement is career potential with compensation, the value of the organisation to employees, reputation and also new ideas

rounding out the top five<sup>69</sup>. Employee engagement is a function of the perception of the employees and the assessment of the working environment in which they are being employed and it is very important for managers of organisation to pay attention to their employees' expertise, talents and abilities so as to increase employee engagement at work<sup>91</sup>.

Employees' who are aware of their talents and abilities are more likely to be engaged at work which thereby leads to greater results and this brings about a connection between work engagement and the level of efficacy, energy, participation and contentment<sup>92</sup>. It has been concluded that the happiness and motivation of employees are very important factor in developing work engagement and engaging all levels of the organisation is also a very important approach for the development of the organisation because the objectives of the organisation can only be met if the employees are engaged with their jobs<sup>93</sup>. However, it has been argued that the appearance of employee engagement at work may be explained by theories such as the self-determination theory, job-demand resource model as well as the theory of resource conservation<sup>94</sup>.

Employee engagement at work is seen to have a positive impact on the revenue and growth of the organisation because of the teamwork, positive atmosphere at work and also the opportunity to learn new skills which contribute to employee engagement which thereby leads to increased productivity<sup>95</sup>. Employee work engagement is also seen as a work related, fulfilling and positive state of mind which is categorized by dedication, absorption and vigour because engagement is conceptualized as harnessing of organisation members' selves to their work roles which thereby state that in engagement, people employ and express themselves, emotionally, physically and cognitively during their role performances<sup>96</sup>.

Employees who are engaged with their tasks possess affective and energetic connections with their work activities which makes them see themselves as being capable of dealing with job demands and also have the ability to transfer their engagement attitude to other employees at work and this thereby makes them more likely to contribute to sustainable individual and the development of the organisation while promoting a healthy workplace<sup>97</sup>. Employee work engagement brings about trustworthy and supportive co-employee relationships which also helps to produce high work engagement among employees because task interdependence generates positive co-employee relationships and when one or two employees in an organisation fails to experience meanings in their work, employees who are highly interdependent provides each other with help, information, advice and resources which helps to amplify their work-related behaviours and attitudes<sup>98</sup>.

The Relationship Between Work Engagement and Productivity is stated to be an individual's ability to carry out the key technical activities that are essential to their work and the length of time a employee spends at work and the amount of that time spent working effectively are the two factors that determine that employee's productivity and in other to maintain a high level of employee productivity, organisations should address these concerns because productivity may be measured in terms of the amount of time that is being spent at work<sup>99</sup>. Work engagement has been linked to increased productivity because successful and high productivity business may be attained by including their employees in the process of improving their own performance<sup>100</sup>. Employee productivity is positively influenced by work engagement, so it is vital that organisations place high priority on employee engagement and also regularly monitor their progress by providing enough resources to the employees which includes physical, material and financial ones<sup>69</sup>.

Job Meaningfulness and Work Engagement is seen as the extent at which an employee develops positive meaning from work which involves the fit between work and different spheres of self (Norms, Beliefs and Values)<sup>101</sup>. It is stated that employees experience meaningful jobs when they integrate their efforts with the goals of the organisation and also provide valued services or goods which tends to help their co-employees and their organisation to develop<sup>102</sup>. Job meaningfulness has been specified to have three dimensions and they are broader purpose, significance and self-realization. Broader purpose of work is associated to the belief that work contributes to the greater good rather than to personal gain which makes the world a better place while significance is connected to the essential value employees find in their work or assign to work and lastly self-realization is the ability to fulfil the desires, needs and motivations that is being related to self-actualization and self-actualization is seen as the extent to which employees have the ability to express and realize themselves through their work<sup>103</sup>.

It is stated that meaningfulness is a vital job resource that might critically influence work engagement because job meaningfulness is a crucial psychological condition of engagement<sup>104</sup>. Meaningfulness is said to satisfy psychological needs for belonging and purposefulness which promotes work engagement and this has consistently linked job meaningfulness to increased work motivation which thereby leads to higher work engagement<sup>105</sup>. People who describe their work as meaningful are driven to give their jobs more of themselves, or to engage in them because they believe that by doing so, they will be better equipped to safeguard and improve their well-being and this is because job meaningfulness fuels the motivation to make a pro-social difference that increases persistence and effort<sup>106</sup>. When employees perceive their work as being meaningful, they are more energized and ready to sacrifice their time in pursuits of their

careers and this has thereby been related to job meaningfulness with career variables that reflects dedication to the career of an employee and also a passion to put in extra effort.

Work Engagement and Job Satisfaction is High energy, mental toughness and a willingness to willingly put in a significant amount of effort in their assigned work are characteristics of engaged employee<sup>107</sup>. Highly engaged employees typically exhibit excitement and pleasure in their profession which improves performance since they are aware of the challenges and importance of their work<sup>108</sup>. Engaged employees' approach their work with a feeling of passion, energy and self-investment and this should transfer into improved performance both inside and outside of their roles and this is because employees are excited about their work and also enthusiastic employees are positively driven in other to perform a better work<sup>109</sup>.

Engaged employees outperform disengaged employees in terms of positive emotions (such as happiness, joy, and enthusiasm), psychological and physical health, ability to create their own work and personal resources (such as other people's support) and willingness to spread their engagement to others<sup>110</sup>. It is stated that employees who are engaged are full of energy and have plentiful resources because employees who use these resources to cope with job demands have better job performance and this thereby establish that emotional, psychological and cognitive resources are indispensable to employees' abilities to contribute to organisational goals<sup>111</sup>.

Employees who are dedicated and energized about their work have higher intrinsic motivation because their psychological needs (competence and autonomy) are being satisfied and this satisfaction additionally facilitate increased work output because employees who are partial about their work strive to improve their work and also establish a better work environment<sup>112</sup>. Work engagement has a strong influence on

organisational performance and it has been related with job satisfaction, knowledge sharing, organisational commitment as well as organisational citizenship behaviour and this has thereby led to the conclusion that work engagement has a positive influence on job performance<sup>70</sup>.

Work Engagement as a Mediator in the Relationship between Job Meaningfulness and Performance: It is argued that when employees believe their work has purpose, they are motivated to invest their personal energies in it and they thereby show who they are in the role which helps to strengthen their work-related attitudes and improves employee work outcomes, especially job performance<sup>105</sup>. Employees who are engaged are said to be more attentive and focused on responsibilities because they are committed to the tasks that pertains to their work and role with greater eagerness<sup>73</sup>. Employees who find their work to be extremely meaningful experience a greater level of engagement and this leads to optimal job performance and it has also been discovered that meaningful work enriches, satisfies, and increases productivity in employment<sup>113</sup>.

It is stated that employees who have already given their jobs intrinsic value believe that their work is worthwhile, are enthusiastic about resolving potential concerns and problems at work and are very involved in combining diverse viewpoints to generate creative ideas for boosting productivity<sup>114</sup>. When employees feel that their work makes a great contribution to others, they are more committed and also give more of their energy to work which thereby enhances their work output because when employees feel they are contributing to their work units and organisations through their work, they tend to be emotionally and physically skillful in making sure that their customers are happy, satisfied and provided with the highest quality of service<sup>115</sup>. Job meaningfulness helps employees to realize their idealized selves and also helps to satisfy their personal needs and this thereby strengthens their motivation to work which makes employees feel

greater job satisfaction and also identify more closely with their organisations and this thereby helps to enhance their work performance<sup>116</sup>.

Work Engagement and Job Satisfaction, employee involvement can both be mental and physical which reflects the concept of attitudinal and behavioural foundations to people's participation in the organisation<sup>117</sup>. Work engagement is stated to be an effective response to the whole organisation as well as the degree of employees' devotion to their organisation and has relationship with the individual's desire to remain a member of the business<sup>117</sup>. Work engagement is very important for any organisation because of high levels of employee engagement which leads to better levels of job satisfaction and majority of the engaged employees will have no plans to leave their workplace<sup>118</sup>.

There are significant and positive association between work engagement and job satisfaction as organisations can benefit from employees who are engaged in a variety of ways which includes increased job satisfaction and less employee turnover<sup>119</sup>. Employee satisfaction refers to the sensation or emotion that an employee has about their current job and there is also various attempt to identify job satisfaction components which is relatively important for each job satisfaction components<sup>120</sup>. Job satisfaction is influenced by many diversities of aspects which includes job analysis, wishes and wants, social interactions, employee training, orientation, management development, working environment, management quality as well as recruitment and selection<sup>121</sup>.

On the other hand, it is further state that job satisfaction is a state of mind which is as a result of detailed blueprint and collection of specific likes and dislikes from previous work experiences because the most critical asset for practically all organisations is human resources<sup>122</sup>. An employee's job satisfaction is measured in terms of their level of

satisfaction which varies depending on the work because job satisfaction is a vital indicator of how an employee feels about their job and how satisfied they are with it<sup>117</sup>.

Employee satisfaction is associated to an increase in the output of the organisation and an individual's job satisfaction is seen as a crucial aspect in the success of an organisation and a high degree of employee satisfaction is significantly connected with a low level of employee turnover in every organisation and as a result, the top priority of every organisation is to ensure that the employees are pleased and happy with their current jobs<sup>123</sup>. One of the benefits that can lead to increase in job satisfaction among employees is for the human resource management strategies to assign and distribute human resources in the most effective and efficient methods which is possible so as to attain long-term organisational goals which thereby leads to advantages and increase in job satisfaction among employees<sup>124</sup>. Work engagement has been linked to positive attitudes about the workplace including job satisfaction and involvement, organisational commitment and low intention to leave<sup>125</sup>. Employees actively seek out meaningful aspects of their jobs in order to remain engaged with the organisation and organisational commitment is also associated to work engagement in a statistically and predictive way<sup>126</sup>.

### **2.3.2 Self-Efficacy and Job Satisfaction**

Self-efficacy is crucial to job satisfaction because it is identified as a crucial predictor of quality working life of employee, and its effect is partly based on job satisfaction or by the affective commitment when being engaged in work<sup>127</sup>. Self-efficacy is examined in the study of<sup>128</sup>, and it revealed that when self-efficacy is practiced there is greater engagement in work, increasing demands in job, and also showing the ability as an employee to manage work processes. Individuals' judgments of their ability to handle

demands competently in a specific setting are referred to as self-efficacy, and they may be an essential personal resource that contributes to professional engagement<sup>128</sup>.

Self-efficacy is identified to play a role among employee within private organisations, and it is used to improve or enhance employees' roles on the job, and this is because employees are engaged in different mediating roles within an organisation which has an impact to themselves and the organisation at large<sup>129</sup>. It is of the opinion that self-efficacy amongst employee leads to a better relationship between or amongst employees because an employee with improved self-efficacy on the job leads to satisfaction of ones' position within an organisation. Arguably, self-efficacy leads to job satisfaction amongst employees, especially when the desired outcome of a job is attained<sup>42</sup>.

It is further stated that Self-efficacy leads to job satisfaction among employees especially when an employee displays a good leadership skill amongst other employees<sup>130</sup>. Through self-efficacy, employees can enhance their creativity, and self-efficacy is crucial for an employee<sup>131</sup>. It is asserted that self-efficacy has a direct effect amongst employees and self-belief leads to creative ability for employees, and this in turn leads to job satisfaction because an employee who shows high level of self-efficacy are responsible to take on difficult jobs and handle many challenging job roles<sup>132</sup>.

Self-efficacy shows that employees are professionals on the job due to their level of work engagement, and this will ensure that employees work effectively, and through self-efficacy, employees such as secretary in the learning environment address challenging behaviour, and manage the work environment<sup>133</sup>. Self-efficacy is identified to lead to job satisfaction amongst employees in the academy because it is a motivational factor that is adopted based on people's experience on the job<sup>134</sup>.

Deductively, self-efficacy has shown to have a positive effect on employee's activities which in turn shapes their work experiences on the job.

Self-efficacy has shown to increase productivity as well as ability to solving problems which makes an employee to be even more innovative, and though the job roles of an employee, self-efficacy has an impact to inclusive leadership roles amongst employees<sup>135</sup>. Self-efficacy has a significant impact on how much effort people put into a given task<sup>136</sup>. Someone with strong self-efficacy for a certain task will be resilient and persistent in the face of setbacks, whereas someone with poor self-efficacy for that task may disengage or avoid the circumstance.

There are techniques through which self-efficacy can improve job satisfaction, self-efficacy enhances self-restraint and it has an impact on every element of human functioning, including interpersonal connections, professional obligations and social interactions, which is associated with a low risk of mortality. Below are some techniques that can help employees enhance their self-efficacy<sup>137</sup>. By setting simple goals for employees with low self-efficacy either mistrust their own skills or believe the tasks to be harder than they actually are and consequently, employees put out insufficient effort, hold themselves accountable for their shortcomings and also erode their own self-confidence. Setting realistic goals and tackling each one at a time is a smart way to develop and maintain self-efficacy.

Reframe obstacles, finding roadblocks, hurdles and changing negative interventions with positive ones is a useful psychological approach to boost self-efficacy. Changing the way, we see and process failures can significantly impact our self-perception and increasing our self-efficacy enables us to accept that obstacles and setbacks are unavoidable and that, with perseverance and confidence in our skills, we can

undoubtedly achieve our goals. Look at the bigger picture, the ability to see past temporary setbacks and maintain self-confidence is one of the most important traits of an employee with high self-efficacy and employees have more objectives to meet and being true to this mindset supports a high level of self-efficacy. Employees with high self-efficacy are able to prioritize tasks, create better plans and devote more of their attention to them. Stay in the stretch zone, goal-setting is very important to building self-efficacy and employees that work in the stretch zone are more resilient to setbacks and failures and more willing to take reasonable risks which makes employees to be more likely to achieve self-contentment in the stretch zone because it gives them a more insightful self-perception than in the comfort zone or panic zone, where they are afraid to take risks or put in more effort.

Job satisfaction amongst employee, job satisfaction is defined as an affective evaluation of an employee with respect to his/her work and it is as well stated that payment of salary is the major source of job satisfaction for employees<sup>35</sup>. It is also described as the degree at which an individual has both positive and negative feelings about a job, other employees as well as work environment because job satisfaction is commonly known as an internal reaction against the work conditions<sup>38</sup>. It is also seen that job satisfaction is positively related to job involvement, intrinsic motivation and organisational commitment which has helped employees to do their best for effective outcome in their tasks and thereby provides employees to devote themselves to their job<sup>138</sup>. Meanwhile, job satisfaction can be attained through the following:

Job involvement refers to how actively involve a person is in their work activities and individuals that have high job involvement are committed to and identify with their professional roles<sup>139</sup>. Employees who are highly engaged at work must go above and beyond to complete the task at hand because they believe that doing so will protect their

self-esteem and this thereby enhances employee's level of job involvement by providing positive work environments that helps to support job satisfaction, motivation and organisational commitment<sup>140</sup>.

Intrinsic Motivation is seen as a psychological process which includes direction, energy as well as persistence of a person's effort that is goal directed. Numerous motivation theories have been created to explain the factors that influence people's decisions to act and the mechanisms that spur motivation and the majority of motivation theories concur that people are most motivated by their least-met needs<sup>141</sup>. Motivation has been stated and concluded to be one of the most obvious in administration because of its association with job performance, efficacy as well productivity because employee's motivation is a vital factor that has a relationship with diverse variables in organisations like employee's motivation, well-being and employee's psychological satisfaction<sup>40</sup>.

Organisational commitment is seen as the extent to which an employee is dedicated to his/her organisation and its goals and the concept of organisational commitment has three aspects which are normative commitment, affective commitment and continuous commitment<sup>138</sup>. The normative commitment has to do with the ability to persist in remaining in an organisation because of the feeling of obligation while the affective commitment has to do with positive feelings such as identification with the employing organisation as well as emotional attachment and the last aspect which is the continuous commitment stands for the degree of retaining organisation commitment which is concerned with the losses (time, money and labour) and quitting the organisation<sup>142</sup>.

It is also stated further that committed employees have a desire for their work and feel a profound affection for it while uncommitted employees do not have a desire or enthusiasm for their work and do not care about this situation<sup>139</sup>. Higher level of

organisational commitment is related to higher level of positive job-related behaviours and attitudes because organisational commitment has a positive correlation with job involvement, job performance as well as negative turnover<sup>140</sup>.

Job satisfaction is often thought to be strongly tied to productivity, work performance, as well as personal well-being which can be characterized as a sense of employee accomplishments and successes and to be happy at work, one must enjoy what they are doing, perform it effectively and receive recognition for their efforts<sup>143</sup>. How well a employee executes his or her duties is greatly influenced by job satisfaction as both factors have an effect on employee perceptions of job safety and a happy employee is more committed to his work, executes tasks more effectively, takes better care of both himself and others and in the business, he feels secure<sup>144</sup>. In order to guarantee both the quantity and quality of their work, employees need meet the performance standards specified by the company and employees require a work environment that allows them to work freely without obstacles that could prevent them from realizing their full potential in order to uphold organisational standards and they also need a suitable boss who will give them this environment, but who will also inspire them to perform properly and make them feel content with their work<sup>145</sup>. Job satisfaction is influenced by management style as well as remuneration, working conditions, schedule, perks, stress level, and flexibility. Productivity, motivation, performance at work as well as life satisfaction which are all correlated with job satisfaction<sup>146</sup>.

Every employee may respond differently to different leadership and motivational approaches, which can improve work output and job satisfaction and therefore, job satisfaction is a crucial component in inspiring employees to work more and produce better results<sup>145</sup>. Employee satisfaction is of great significance not only for the employees but also for the entire organisation because employees who are satisfied are

usually motivated and happy to work and this will make the organisation to get amazing results from the employees while dissatisfied employees will not be encouraged and they will also feel disturbed by their work routine and this will thereby make them run away from their responsibilities which makes them avoid work (days off, sick leave etc.)<sup>147</sup>.

Additionally, one of the key components of a corporate organisation's effectiveness and efficiency is job satisfaction and in reality, the new managerial paradigm, which argues that treating employees as individuals with their own needs and desires is the primary goal of management which is a very solid indicator of the significance of job satisfaction in contemporary businesses and a happy employee is a successful employee according to analysis of job satisfaction<sup>144</sup>. However, the fundamental elements of supervision include being accessible to subordinates in times of need, being able to connect with employees, inspiring original thought and value awareness, encouraging openness in employees' eyes and being able to interact with employees<sup>145</sup>.

There are four elements that influences job satisfaction and they are job design, performance pay, supervisor/leader as well as workplace environment and it is claimed that managers can influence employee commitment, job satisfaction and performance through suitable leadership style<sup>148</sup>. Therefore, it is possible to argue that managers may affect employee engagement, performance and satisfaction by using the right leadership approach and based on personal and organisational principles, the leadership style can be considered as a variety of managerial attitudes, actions, attributes and talents<sup>149</sup>. It is clear that a participation-motivating leadership style can have the biggest positive influence on employee satisfaction and the processes for participative management and planning have a favourable effect on job satisfaction which is critical for executives to understand that while employee motivation is challenging to measure and build through active participation in the organisation's operations, it can be achieved and it is critical

that managers and staff have the same viewpoints<sup>150</sup>. It is necessary to regulate several elements in order to make an employee happy and the factors that helps to lead to a sustained satisfaction are known as motivators which helps this satisfaction to generate recognition, work itself, responsibility as well as achievement<sup>151</sup>.

Job satisfaction is defined as the pleasurable or positive emotional state resulting from the appraisal of one's job or job experience and this is better understood as the similarity between what employees want from their job and what employees feel they receive<sup>152</sup>. It is posited that employees who are deeply committed to their company maintain a high degree of service or product quality, productivity as well as profitability because when employees have more than job satisfaction, they become happy and also serve as promoters of products and brands of the organisation which then becomes evident that employee involvement enhances work performance and overall productivity which creates a better and more productive work environment, reduces work leaving and employee absence<sup>153</sup>. Additionally, it seems that happy employees produce beneficial and desired organisational behaviours and results and most times job satisfaction is negatively related with perceived job stress, turnover and absenteeism<sup>105</sup>.

It has been argued that employees have number of obstacles to job satisfaction such as low pay, goal ambiguity red tape lack of promotion opportunities as well as environmental factors in the workplace which affect individual attitudes<sup>154</sup>. Job satisfaction among employees is of great importance for effective functioning of the organisation and this thereby makes satisfied employees to be valuable because of their loyalty and initiative to the employer and this thereby brings a positive relationship between the employee satisfaction and level of service quality, customer loyalty, enterprise development, level of employees' commitment to task performance as well as employment stability<sup>155</sup>. Employers need to understand that one of the most desired

outcomes of professional employment is increased job efficiency because it boosts organisational efficiency as a whole and as a result, it is important to make sure the employee keeps it at a high standard<sup>156</sup>.

### **2.3.3 Work Engagement, Self-Efficacy and Job Satisfaction**

Work engagement have a role to play in developing employees' self-efficacy leading to job satisfaction<sup>157</sup>. Psychological meaning is a key factor in determining how engaged employees are at work<sup>158</sup>. The goals of an individual and focus on adaptability on the job has an effect on persistence which is directed toward organisational goals, are the major factors in overall employee engagement<sup>159</sup>. Arguably, work engagement is a quality that almost all businesses have measured throughout the years. A study reveals that through self-efficacy, the work performance of an employee within an organisation will be increased, stress will also be relieved and job satisfaction will be attained<sup>160</sup>. It was asserted that self-efficacy of an employee is based on the ability of an employee to utilise teams that it will lead to improving their relevant skills on the job<sup>161</sup>. Self-efficacy is crucial amongst employees and as a result, leaders in an organisation were given advise to assist employees to improve self-efficacy. This implies that leaders in the organisation should help employees to improve employee's self-efficacy which would lead to job satisfaction and increased productivity<sup>162</sup>.

Through work engagement, self-efficacy is improved and employee get satisfied on the job and this in turn lead to greater productivity of an organisation as well as the employee<sup>131</sup>. This has shown that self-efficacy and work engagement goes above and beyond fundamental satisfaction with a utilize arrangement to the employer. Contrarily, engagement is about desire and dedication, or the readiness to step up and use one's own initiative to support employers in their endeavours<sup>163</sup>. Employee engagement is related

to long-term employment, changes in people's working habits, environments, and expectations, as well as changes at work. Additionally, it is crucial to communicate clearly so that staff members can understand and digest information as well as develop a sense of trust in the company's engagement.

Work engagement is founded on motivation, which raises self-efficacy and results in job satisfaction among employees<sup>164</sup>. Motivation is typically a function of equity in social exchange. Employees can actively participate in the organisation if they have a solid awareness of organisational truth. Because of this, employees want the company to strike a better balance between their contribution and the working environment<sup>165</sup>. The organisation's targeted goals, behavioural persistence, and level of intensity at work are all based on the measurement of work motivation<sup>166;167</sup>. A person's motivation for pursuing a goal can be influenced by situational inputs, individual preferences, and interactions. On the other hand, research on the relationship between job satisfaction and work engagement has revealed that this term also refers to the pleasant feelings that come from evaluating a person's employment and professional experience<sup>168</sup>. What makes employees feel satisfied serves as a proxy for how satisfied we are with our jobs<sup>169</sup>.

The sensation of ease is the essence of a happy workplace. Mood states are typically more fleeting, have a causal object, and stay longer. Workplace emotional triggers are simpler to recall than negative moods<sup>170</sup>. There are two types of job satisfaction: intrinsic and extrinsic. Extrinsic job satisfaction refers to characteristics of the job that are unrelated to it, like pay and management style, whereas intrinsic job satisfaction refers to responses to characteristics of the job that are related to it, like expertise, autonomy, and variety<sup>171</sup>. Employee contentment and job descriptions can also be thought of as internal job satisfaction<sup>172</sup>. Employees that are satisfied are more likely to

talk favourably about the company, more sensitive to aiding co-employees, and more in line with task decisions<sup>173</sup>. However, disgruntled employees are hesitant to embrace the objectives and tenets of the company<sup>174</sup>. Both types of perceived fairness are highly influenced by employee job satisfaction. It reflects how employees feel about several facets of their jobs<sup>175</sup>. Deductively, employee engagement with work is for the good of the organisation, and through this, productivity will be improved. The influence of work engagement and self-efficacy on job satisfaction showed that on one hand, work engagement effect is based on the employee level of self-efficacy, and these concepts has an influence on job satisfaction of an employee as well as the growth of the organisation<sup>68</sup>. Both work engagement and self-efficacy has an impact on career satisfaction of employees and the impact of these concepts has a relation with job satisfaction of the employee as well as the organisational growth<sup>176</sup>. A study asserts that self-efficacy, work engagement and job satisfaction is part of employee activity because these concepts have their different relationships<sup>61</sup>.

Job satisfaction indicates how much employees enjoys their work and how contented individuals feel with their jobs. It also refers to a subjective assessment that the employee makes of her own employment, either as a whole or in relation to its various components<sup>5</sup>. The existence of job pleasure and the absence of job unhappiness among the employees serve as indicators of job satisfaction and job satisfaction is said to be heavily influenced by both job satisfaction and job pleasure<sup>177</sup>. Employee attitude and values have an impact on how they behave and an employee that is happy and upbeat at work is consistently satisfied with his work, which raises the calibre of his output and it is as well seen that job satisfaction has various advantages for the business<sup>5</sup>.

Job satisfaction among employees leads to improvement in punctuality, employee morale which is seen as a good sign of longevity because employees who are satisfied

with their job remains within the workplace for a long period of time and this positivity in job satisfaction leads to decline in complaints and grievances, absenteeism, turnover and termination<sup>177</sup>. Similarly, job satisfaction has the ability to influence the loyalty, attitude and support of the employees' as well as their dedication towards the organisation and it has been further concluded that an individual's job performance is mostly dependent on his/her job satisfaction because one's organisational performance will increase when the job satisfaction level of the employee is high<sup>178</sup>. It was added that job satisfaction can also be known as job contentment because favourable and positive attitudes towards the job helps to indicate job contentment and the elements of job satisfaction are associated to relationship with colleagues, promotion, work nature, pay, benefits as well as supervision<sup>179</sup>. Employee satisfaction is viewed as a general sentiment about the job or as a linked set of attitudes toward numerous job-related factors and the disparities that result from a psychological comparison methodology that evaluates current job experiences against some personal criteria of comparison help determine satisfaction<sup>180</sup>.

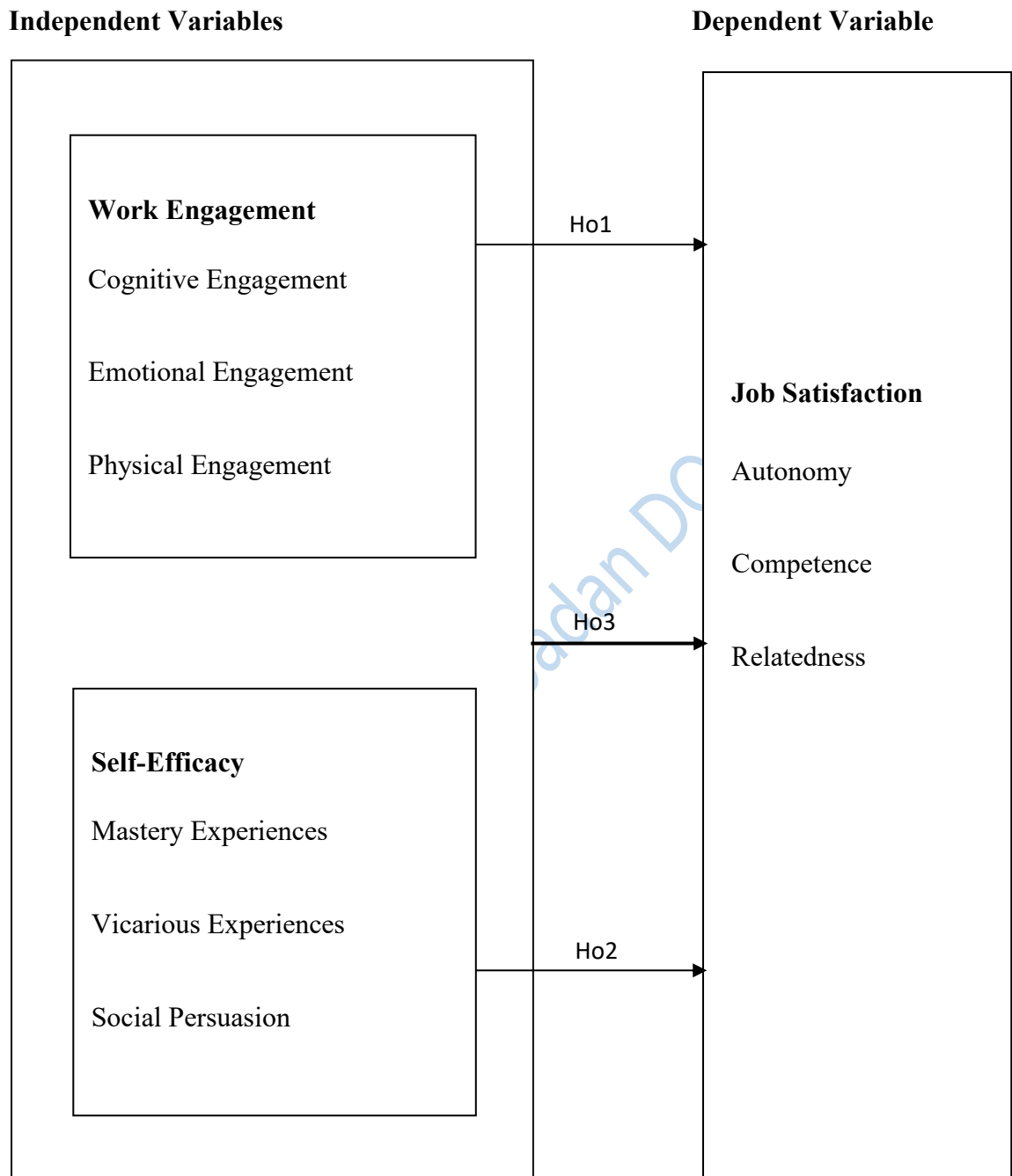
Job satisfaction is taken into deliberation as well as round module of an organisation's human resource methods and it is as well stated that job dissatisfaction and low motivation are seen as a number of the most shocking difficulties going through companies these days which result in reduced productivity<sup>181</sup>. Employees are happiest and most productive when their jobs provide them with financial security, acknowledgement of their efforts, a clear grievance procedure, the opportunity to offer ideas and suggestions, involvement in decision-making and managing the affairs, clear definitions of duties and responsibilities and opportunities for promotion, fringe benefits, a sound compensation structure, incentive plans and share activities, health and safety measures, and other benefits<sup>182</sup>.

It was further observed that employees will work harder and be more motivated to achieve their goals if they are satisfied with the extrinsic benefits they receive from their employer and in addition to incentives and salary, satisfaction with the job entails satisfaction with various aspects of the work which includes variety in the activities and skills that is required to carry out the tasks and autonomy in performing work<sup>183</sup>. Each individual has diverse standards for measuring job satisfaction and it includes working hours, level of stress, pay, schedule, flexibility as well as benefits and similarly, job satisfaction has been associated with performance, motivation, productivity and life performance<sup>184</sup>. It has also been suggested that job satisfaction has emotional and behavioural components as the emotional components is seen as the feelings of excitement, boredom, anxiety and happiness evoked by the job while the behavioural components include faking illness in order to avoid work, tardiness, early arrival and working late<sup>185</sup>.

It is believed that the amount of compensation, possibilities for growth, management style, the nature of the work, interpersonal relationships, working environment, work organisation, management, and the company's reputation all affect how satisfied employees are with their jobs<sup>186</sup>. Job satisfaction can be viewed as a multifaceted attitude that includes the employee's attitude toward their salary, promotions, co-employees, supervisors or the work itself as employee satisfaction is an element that supports the correction and development of the motivation systems in an organisation<sup>187</sup>.

However, a high level of job satisfaction enhances an employee's commitment to work and frees him/her from burnout and stress while lack of job satisfaction among employees' lead to increased absenteeism; also, his/her motivation is low which causes performance humiliation in the employees' work as well as the overall performance of the organisation<sup>188</sup>.

## 2.4 Conceptual Model



**Figure 2.1: Conceptual Model of Work Engagement, Self-Efficacy and Job Satisfaction variables**

Source: Researcher, 2024

Organisations all over the world will need to follow the following model or steps in setting the influence of work engagement, self-efficacy, and job satisfaction of

secretaries in public institutions. Work engagement and self-efficacy are examples of independent variables that are addressed first in this model's well-defined framework. Through work engagement, employees are identified to show commitment on the job as this is seen to involve the personal decision that is made by an employee to recognise their character and attitude through personal encouragement and enthusiasm to execute their job roles in order to ensure a better result within an organisation<sup>189</sup>. In order to make sure that secretaries are emotionally invested in their jobs, physically contributing to their workplace responsibilities, and mentally invested in their tasks, work engagement is further divided into three categories: cognitive, emotional, and physical.

The paradigm then shifts to self-efficacy. Self-efficacy shows a reflection of an individual confidence in their personal ability to show control concerning their individual motivation, their behaviour as well as their social environment in particular, and this led to satisfaction on the job<sup>190</sup>. It is divided into three sub-metrics: social persuasion, vicarious experiences, and mastery experiences. Vicarious experiences enable secretaries to learn from watching colleagues, mastery experiences guarantee that they have faith in their skills based on prior accomplishments, and social persuasion helps them develop confidence in their talents through support and criticism.

Work engagement and self-efficacy have an impact on job satisfaction, the model's dependent variable (job satisfaction). Job satisfaction is identified as the general employee feeling concerning their job, and how an employee is happy in relation to their work space and the work environment, and this determines employee productivity within an organisation because it is crucial to attaining the organisation's objectives<sup>191</sup>. The model shows that the three sub-metrics such as autonomy, competence, and relatedness boost employees' job satisfaction in an organisation. These sub-dimensions represent a secretary's ability to perform their job effectively, their sense of

control over their work, and the connections they make inside the organization. Employers can systematically assess their secretaries' degree of involvement, self-assurance in their abilities, and contribute to their overall job satisfaction by employing this strategy. This systematic approach will help businesses develop a more motivated, productive, and satisfied workforce, which will ultimately enhance organizational performance and service delivery.

To this extent, different literature has been reviewed, and critical issues discussed in line with theoretical framework, and it revealed that although secretaries make a huge and significant contribution to the productivity of a business, they undoubtedly face certain problems. The work that needs to be done to reduce the issues that secretaries frequently face, particularly in the context of excessive workloads, requires a level of quality that is incomparable to an improvement in the economy's and society's welfare, as well as a number of practical political factors that frequently involve secretaries. Employees that are just hired typically receive more attention. However, after the time period is through, the managers will become disengaged from their jobs and lose focus<sup>6</sup>.

Employees with low self-efficacy are frequently ineffective and less productive, which makes it challenging for managers to maintain output and quality which results in poor performance. The task of finding effective ways to encourage staff members to attain company goals and objectives falls to managers. Eliminating these issues will improve secretaries' contribution, focus, zeal, inspiration, motivation, and creativity, all of which are crucial for raising the standard of secretarial work at public institutions in Lagos State. These factors also influence self-efficacy, work engagement, and job satisfaction.

## 2.5 Summary of Literature Reviewed

From the above literature on work engagement, self-efficacy and job satisfaction of secretaries in public institutions, it could be deduced that studies which examines the influence of work engagement and self-efficacy on job satisfaction of secretaries has received less attention. This study is unique in the sense that it specifically focuses on secretaries in public institutions in Lagos State, Nigeria while other studies' conceptual and geographical scopes are different.

For instance, a study investigated the influence of work communication, leadership, and job training on employee job satisfaction at PT Bumisari Prima Medan<sup>1</sup>. While it gives useful insights into factors influencing job satisfaction, its concentration on a private sector organisation in Medan, Indonesia, restricts its direct relevance to secretaries in public institutions in Lagos, Nigeria. The cultural, economic, and organisational variations between the two environments may result in differing factors of job satisfaction and work engagement. A study examined determinants of job satisfaction and organisational loyalty<sup>2</sup>. However, its wide focus on many industries, without a particular emphasis on public institutions or secretaries, may neglect distinctive features relevant to these contexts. The study is carried out in a distinct geographical and cultural setting, which may restrict its applicability to the Nigerian public sector, where job satisfaction and organisational loyalty may be impacted by many socioeconomic and organisational factors.

Some scholars investigated those factors that influence job satisfaction among academic staff<sup>3</sup>. Although there may be similarities across professional workplaces, academic staff's specific tasks, expectations, and work situations differ greatly from those of

secretaries in public institutions. As a result, factors impacting job satisfaction and work engagement in academics may not be totally applicable to Nigerian public sector secretaries. A study focuses on increasing lecturer job satisfaction and its impact on organisational citizenship behaviour in the context of Society 5.0<sup>4</sup>. While the study's emphasis on job satisfaction is appropriate, the roles of lecturers at educational institutions differ significantly from those of secretaries in public entities. The notion of Society 5.0, which focuses on modern technology, may not yet be broadly applicable or relevant in the public institutions of Lagos State, Nigeria.

Scholars also examined the influence of work engagement on employee productivity<sup>69</sup>. However, their research is broad and does not concentrate on specific job types or industries, notably secretaries in public organisations. The study looks at how job engagement improves overall productivity without taking into account secretaries' special roles and limitations. This gap prevents researchers from knowing how work engagement affects secretaries' productivity in Lagos State, Nigeria's public sector. Their specific administrative responsibilities and the cultural framework in which they operate are not addressed, limiting the findings' relevance to this particular group. Scholars investigate factors influencing performance and job satisfaction among teachers in private schools in Lipa City<sup>5</sup>.

Despite providing insights into work happiness, the concentration on teachers and private school settings in the Philippines brings a unique set of issues and considerations when compared to secretaries in Nigerian public institutions. Differences in employment positions, sector dynamics, and cultural settings need caution when applying these findings. A study that examined the influence of organisational justice on job satisfaction in the transportation industry provides valuable perspectives on the

importance of fairness in the workplace<sup>9</sup>. However, the industry-specific focus on transportation, as well as the sector's distinctive operational characteristics, differ from public institutions' administrative and clerical settings. The findings may not be directly applicable to work engagement and job satisfaction among secretaries in Lagos State's public sector.

A study addresses factors influencing teachers' job satisfaction in Pakistan's public schools. While public sector contexts are fairly similar, teachers' professional environments and obligations differ from those of secretaries<sup>14</sup>. Furthermore, cultural and educational system variations between Pakistan and Nigeria may limit the generalizability of the findings to Nigerian public institutions. Another study investigated the factors that influence performance and job satisfaction among teachers in India offers relevant insights into job satisfaction. However, like with other research on teachers, teachers' and secretaries' professional duties and work settings differ significantly. The unique administrative tasks, expectations, and organisational culture of Lagos State's public institutions necessitate a more focused consideration of secretaries.

In another study, the scholars investigated how work engagement influences the link between personality and job satisfaction in Chinese nurses<sup>70</sup>. While this study gives useful insights into the healthcare industry, its concentration on Chinese nurses means that its conclusions may only be useful to Nigerian public institution secretaries. The cultural, professional, and sector-specific disparities reveal a void in the research regarding the influence of work engagement on job satisfaction among Lagos State secretaries. The study needs to account for the particular working conditions and cultural variables that impact Nigerian secretaries, requiring

equivalent research within the local setting. A study analysed job engagement and its antecedents and effects on job performance<sup>79</sup>. Though the survey provides a thorough overview of work engagement across industries, it does not dig into the unique duties and surroundings of public sector secretaries. The broad emphasis on work performance across job types ignores the unique obstacles and motivators facing secretaries in public organisations. This broad approach fails to address how engagement strategies might be adjusted to improve job performance and satisfaction for secretaries in Lagos State, Nigeria's unique public sector context.

A research was conducted on the leadership styles, motivating language, and work engagement within the hotel industry<sup>91</sup>. While the findings are useful for understanding participation in service-oriented industries, the hotel business varies dramatically from public institutions. Hotels have distinct leadership dynamics and a customer-focused environment that differ from the administrative and bureaucratic character of public sector professions. As a result, this study does not sufficiently examine how leadership styles and communication impact the job engagement of secretaries in Lagos State's public sector, revealing a gap that requires more examination within the local and sector-specific context. Another study focused on ethical leadership, work meaningfulness, and work engagement in the public sector<sup>116</sup>. While this study is more applicable to the public sector, it does not focus on secretaries' functions. The study looks at all public-sector employees without focusing on secretaries' specific issues and job responsibilities. This discrepancy suggests that the findings may not completely represent the factors influencing engagement and job satisfaction among secretaries, who frequently face different constraints and duties than other public sector employees. More study is needed to understand these particular dynamics in the Nigerian public sector environment.

In Iraq, a study examined the impact of self-efficacy on employees' ability to accept new technology in an Iraqi university<sup>161</sup>. This research emphasizes the importance of self-efficacy in technology adaption but does not explicitly address job satisfaction or engagement. The emphasis on technological adoption may ignore other important components of self-efficacy related to work performance and happiness, particularly in administrative professions such as secretaries. The distinct technical, cultural, and institutional settings of Nigerian public institutions are ignored, creating a vacuum in understanding how self-efficacy effects employment outcomes for secretaries in Lagos State.

A study in India investigated the role of self-efficacy in improving employees' performance<sup>50</sup>. While their research sheds light on the overall influence of self-efficacy on performance, it does not focus on specific job categories or industries. Because of this wide approach, the findings may not be immediately relevant to public-sector secretaries, who have unique obligations and problems. The lack of attention on the public sector and the unique context of Nigerian secretaries shows a vacuum in the research that needs to be filled to understand how self-efficacy may be strengthened to improve performance in this specific group. In a closely linked study, the researchers investigated self-efficacy and job satisfaction as predictors of civic behaviour in private schools<sup>35</sup>. While this study provides useful insights into educational settings, its context does not immediately apply to public sector secretaries. Because of the disparities between private and public-school contexts, the findings may not be applicable to Nigerian public institutions' administrative functions and bureaucratic settings. This demonstrates a deficit in knowing how self-efficacy and job satisfaction directly impact secretaries' performance and behaviour in the public sector environment of Lagos State.

Scholars also investigated the effect of occupational self-efficacy on work performance through intrinsic work motivation<sup>41</sup>. While their research sheds light on the impact of intrinsic drive, it does not focus on specific work categories or industries. The overall findings may not be applicable to secretaries in public institutions, who have unique work obligations and incentive considerations. The lack of attention on the public sector and the unique context of Nigerian secretaries shows a vacuum in the research that needs to be filled to understand how intrinsic motivation and self-efficacy interact to impact work performance in this group. Another scholar explored employees' self-efficacy and work performance as mediated by the work environment<sup>42</sup>. The study's broad emphasis on the workplace does not address the unique tasks and problems that secretaries confront in public organisations. The general approach overlooks the specific aspects impacting self-efficacy and work performance among Nigerian public sector secretaries. The unique administrative tasks, cultural expectations, and bureaucratic procedures applicable to secretaries in Lagos State are not explored, revealing a gap in understanding how self-efficacy and the work environment interact to impact job performance in this setting.

This study is unique in that it focuses on work engagement, self-efficacy, and job satisfaction among secretaries in governmental institutions in Lagos State, Nigeria. Previous research has extensively investigated similar variables, particularly job engagement and self-efficacy, in diverse sectors throughout Europe, other African countries, and even Nigeria. However, these studies have primarily focused on employees and employees in general, not secretaries in particular. The present literature, while insightful, frequently ignores the unique obstacles and circumstances that secretaries in Nigeria's public sector experience, particularly in how these variables interact to influence job performance and satisfaction.

This study addresses this gap by focusing exclusively on secretaries and taking into account the distinct social, cultural, and organisational elements that influence their job experiences. Unlike broader studies, this research will focus on secretaries' specific job tasks and responsibilities, investigating how these positions influence their work engagement and self-efficacy. This study's focus on public institutions attempts to provide a more nuanced knowledge of the bureaucratic and administrative settings in which these secretaries operate, as well as new insights into the dynamics of their professional efficiency. The cultural and socioeconomic background of Lagos State will also be thoroughly explored to highlight the unique elements affecting their work settings.

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## Endnotes

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## **Chapter Three**

### **Methodology**

This chapter focuses on the research design, population of the study, sample techniques and sample size, description of the research instrument, validity of the research instrument and reliability of the research instrument, administration of instrument and method of data collection, and method of data analysis.

#### **3.1 Research Design**

This study adopted the survey design and a quantitative research approach. The method describes a condition or phenomenon as it exists naturally without manipulations<sup>1</sup>. The data to obtain were scrutinised to ensure they give a better understanding of the extent of the influence of work engagement, self-efficacy and job satisfaction of secretaries in public institutions in Lagos State, Nigeria.

#### **3.2 Population of the Study**

The study population was 546 secretaries in public institutions in Lagos State, Nigeria. They are between the ages of twenty-one years old and above because they have been reported to dominate the secretarial position in Nigeria. This is because these categories of respondents have significance on the study, and the choice of this population was informed by the general assumption of the rate of secretaries being dominant in higher institutions across different departments, faculties as well as the management building. The public institutions include; University of Lagos, Lagos State University of Education, Oto-Ijanikin, Lagos State University of Science and Technology, Ikorodu, Lagos State University, Yaba College of Technology, and Federal College of Technology, Akoka. There were selected because they are the oldest and well-established public institutions.

The table below presents the population distribution based on the public institutions in Lagos State, Nigeria.

**Table 3.1: Population of Study**

S/N	Institutions	Population
1.	Lagos State University of Education, Oto-Ijanikin, Lagos	102
2.	Lagos State University, Ojo, Lagos	106
3.	Lagos State University of Science of Technology, Ikorodu, Lagos	64
4.	University of Lagos, Akoka, Lagos	113
5.	Yaba College of Technology, Yaba, Lagos	99
6.	Federal College of Education, Akoka, Lagos	62
	<b>Total</b>	<b>546</b>

**Sources:** Institutions' Websites and Research Field Data, 2024

### 3.3 Sample and Sampling Techniques

The sample size was 231 and was determined using the Taro Yamane formula [ $n = N / (1 + N \times (e^2))$ ], for a population size (N) of 546 and margin of error (e) of 5% (0.05).

Where n = Sample size

N = The population under study

e = Margin of error (it could be 0.10, 0.05 or 0.01)

Formula analysis is as follows:

$$e^2 = 0.05^2 = 0.0025$$

$$546 \times 0.0025 = 1.365$$

$$546 \times 0.0025 = 1.3651$$

$$1 + 1.365 = 2.365$$

$$546 / 2.365 \approx 230.87 = 231$$

Thus, the sample size (n) for a population of 546 with a margin of error of 5% was approximately 231.

Meanwhile, the stratified sampling method was used to determine the number of copies of questionnaire to administer to the respondents and obtain from each institution. The stratified sampling calculation is shown in Table 3.2.

**Table 3.2: Stratified Sampling Determination for each Level**

<b>Institutions</b>	<b>Pn</b>	<b>Percentage</b>	<b>Stratified Sample</b>
Lagos State University of Education, Oto-Ijanikin	102	$102/546 \times 100 = 18.7$	$18.7/100 \times 231 = 43$
Lagos State University, Ojo	106	$106/546 \times 100 = 19.4$	$19.4/100 \times 231 = 45$
Lagos State University of Science of Technology, Ikorodu	64	$64/546 \times 100 = 11.7$	$11.7/100 \times 231 = 27$
University of Lagos, Akoka,	113	$113/546 \times 100 = 20.7$	$20.7/100 \times 231 = 48$
Yaba College of Technology, Yaba	99	$99/546 \times 100 = 18.1$	$18.1/100 \times 231 = 42$
Federal College of Education, Akoka	62	$62/546 \times 100 = 11.4$	$11.4/100 \times 231 = 26$
<b>Total</b>	<b>546</b>		<b>231</b>

**Source:** Field survey (2024)  
Pn = Population Size

### 3.4 Description of the Research Instrument

The research instrument used to obtain data from the targeted respondents was a structured questionnaire. It was tagged Work Engagement, Self-Efficacy and Job Satisfaction Scale (WESEJS). The instrument was divided into four sections with focus on the variables of the study. The sections were: A, B, C and D.

**Section A:** This section focused on the demographic data of the respondents which includes name of institution, gender, age, educational qualifications and work experience.

**Section B:** This section focused on job satisfaction of secretaries in public institutions using standardized scale which is adapted from existing literature<sup>2,3</sup>. It was designed to collect data on job satisfaction scale which indicated the level of satisfaction of each

secretary. This section has three sub-scale representing each measure for the variable with a total of 17 items. The first sub-scale was used to measure Autonomy and it contains three items. The second sub-scale was used to measure Competence and contains three items; and the third sub-scale was used to measure Relatedness and it consist of three items. The scale has a four-point, Likert scale with ranked options which were: Very High (VH) = 4 points; High (H) = 3 points; Low (L) = 2 points; Very Low (VL) = 1 point. Example of the questions were: The position in which you handle within this institution is satisfactory to you at what extent; the task given on the job is suitable to the satisfaction that is generated.

**Section C:** This section contained information on work engagement using standardized scale which is adapted from existing literature<sup>4,5,6</sup>. This section has (3) sub scale with a total of 11 items. The first sub-scale will be used to measure Cognitive Engagement and it contains three items. The second sub-scale was used to measure Emotional Engagement and contains three items. The third sub-scale was used to measure Physical Engagement and contains three items. The scale has a four-point Likert Scale with ranked options: Key: Very High (VH) = 4 points; High (H) = 3 points; Low (L) = 2 points; Very Low (VL) = 1 point. Example of the questions are: I am cognitively engaged with my work within the institution because it is a vital part of the institution; My level of work makes me feel motivated to work, and as a result I do not miss work when necessary; my work role within the institution physically helps to improve my working space or environment

**Section D:** This section is focused on the objective of level of self-efficacy of secretaries in public institutions which is adapted from existing literature<sup>7,8,9</sup>. This section has three sub-scales with a total of 12 items. The first sub-scale was used to measure Mastery Experience and it contains six items. The second sub-scale was used to measure

Vicarious Experience and contains three items. The third sub-scale was used to measure Social Persuasion and contains three items. The scale has a four-point Likert Scale with ranked options: Strongly Agree (A) – 4 points, Agree (A) – 3 points, Disagree (D) – 2 points, and strongly disagree (SA) – 1 point. Example of the questions are: my self-efficacy on the job allows me to know how professional a secretary you are; I am extremely dedicated to my work because of my years of experience; social involvement is part of the job role within the institution that I execute. The questionnaire is used as the research instrument, which was designed in such a way to elicit vital information for the study. The questionnaire covered all issues stated in the objectives and research questions of the study to obtain quality information.

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

To establish the validity of the study, the questionnaire was drafted and the questions were checked to determine whether they were in line with the topic by the supervisor and other information management experts in the department. All comments were incorporated in producing the final instrument.

### **3.6 Reliability of the Research Instrument**

The reliability of the instrument was tested through a pilot study using 20 copies of the questionnaire which was administered to the secretaries in Olabisi Onabanjo University, Ago-Iwoye, Ogun State, that was not part of the study. The analysis was done using split half method to get the Cronbach alpha co-efficient for the reliability. The data from the pilot study were analyzed using the Cronbach's Alpha reliability test and yielded coefficients of 0.699 for job satisfaction, 0.763 for work engagement, and 0.839 for self-efficacy. These results indicate that the reliability levels for the constructs are within acceptable ranges.

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

An introductory letter was collected from the Head of Department of information Management, Lead City university, which was addressed to the authorities of the public institutions where the secretaries are working by introducing the survey and the researcher. The letter described the reasons for the survey and soliciting the secretaries' help in promptly filling and returning the questionnaire. The promise of anonymity of the respondents and confidentiality of the results was in the questionnaire cover page. The secretaries were properly informed on the essence of the study, as the data to be collected from them would only be used for academic purpose.

The copies of the questionnaire were personally administered by the researcher to the secretaries in those selected public institutions under the study with the help of two research assistants who were trained for three days. The secretaries were given ample time to complete the questionnaire, after which the completed copies were retrieved and collated for analysis.

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

The researcher analysed the data using the descriptive and inferential statistic. The use of the descriptive statistics is appropriate because it helps to describe and summarize data in terms of frequency distribution, mean, standard deviation, and percentage of response about variables under study, thereby answering the research questions. To test the hypotheses formulated, inferential statistics were used to analyse null hypotheses. Hypothesis one and two were analysed using linear regression analysis while hypothesis three was analysed using multiple regression analysis. All hypotheses in the study were

tested at 0.05 level of significance. The data collected for the study were analysed using Statistical Package for Social Sciences (SPSS), Version 24.

### Endnotes

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## Chapter Four

### Results and Discussion of Findings

This chapter presents results and discussions of findings. Section I is a presentation of the descriptive analysis using frequency counts, percentage and mean. Section II presents the results to the research questions and hypothesis, which the study set out to answer and test. Section III presents the discussion of findings.

#### 4.1 Demographic Data Analysis

This section is descriptive and it presents the results of demographic characteristics using frequency distribution tables. Though the sample size was 231, responses were successfully gotten from 184 representing 79.7% of the sample size. Table 4.1 presents the response rate.

**Table 4.1: Response Rate Analysis**

Institutions	Frequency	Percentage
Lagos State University of Education, Oto-Ijanikin, Lagos	29	15.8
Lagos State University, Ojo, Lagos	34	18.5
Lagos State University of Science of Technology, Ikorodu, Lagos	31	16.8
University of Lagos, Akoka, Lagos	38	20.7
Yaba College of Technology, Yaba, Lagos	27	14.7
Federal College of Education, Akoka	25	13.5
<b>Total</b>	<b>184</b>	<b>100</b>

**Source:** Field Survey, 2024

Table 4.1 presents the response rate of six public institutions in Lagos State, Nigeria, covered in this study. Table shows that 38 respondents representing 20.7.4% of the total, were from the University of Lagos in Akoka, Lagos, and that the largest number of respondents were recorded from the institution. Lagos State University, Ojo, Lagos, was next with a record of 34 respondents representing 18.5%. The Lagos State University of

Science and Technology, Ikorodu, Lagos, had 31 respondents representing 16.8%. From Yaba College of Technology, Yaba, Lagos, 35 respondents representing 19.0% participated. the respondents (29 representing 15.8%) were from Lagos State University of Education, Oto-Ijanikin, Lagos. While the least of the respondents, 25 representing 13.5%, were from Federal College of Education, Akoka With 184 responses overall, there was a sizable dataset for study. This distribution reflects a diverse representation across the selected institutions, with the University of Lagos having the highest participation.

#### 4.2 Data Presentation

**Table 4.2: Demographic Analysis of the Respondents**

Characteristics		Frequency	Percentage
Gender	Male	21	11.4
	Female	163	88.6
Age	20 – 30 years	19	10.3
	31 – 40 years	69	37.6
	41 – 50 years	77	41.8
	51 years and above	19	10.3
Educational Level	ND/NCE	21	11.4
	HND	56	30.4
	B. Sc.	69	37.5
	M.Sc.	38	20.7
	Ph. D	0	0.0
Years of Work Experience	Less than 1 year	0	0.0
	1-5 years	34	18.5
	6-10 years	67	36.4
	10-20 years	56	30.4
	20-30 years	18	9.8
	31 years and above	9	4.9

**Source:** Field Survey, 2024

Table 4.2 reveals that 21 respondents representing 11.4% were males and 163 of them representing 88.6% were females. This indicates that the study's survey was female-dominated. The respondents' age range shows that most of them (77 representing 41.8%) were between 41 and 50 years. Next to them were 69 respondents representing 37.6%

who were between 31 and 40 years. 19 respondents representing 10.3% were between the age of 20 and 30; and also, those respondents who were either 51 years or older. The respondents' age range reflects an experienced and middle-aged workforce. There is a significant variation in the respondents' educational backgrounds; 69 of them representing 37.5%, had a B.Sc., whereas 56 of them representing 30.4%, had an HND. A little percentage of 21 respondents representing 11.4%, held an ND or NCE, whereas 38 respondents representing 20.7% had an M.Sc. Meanwhile, none of the respondents was a Ph.D. holder.

Regarding the respondents' years of work experience, none of the respondents had less than 1 year. Majority of them (67) representing 36.4% had between 6- and 10-years work experience. 56 respondents representing 30.4% had between 10 and 20 years, 34 respondents representing 18.5% had between 1 and 5 years of work experience, and 9 of the respondents representing 4.9% had either 31 years or more of work experience. Overall, the analysis indicates a well-educated and experienced workforce, predominantly female, with the majority in the mid-career stages.

#### 4.2.1 Presentation of Research Questions

**Research Question 1: What is the Level of Job Satisfaction of Secretaries in Public Institutions, Lagos State, Nigeria?**

**Table 4.3: Level of Job Satisfaction of Secretaries in public institutions in Lagos State, Nigeria**

S/N	Autonomy	VH 4	H 3	L 2	VL 1	$\bar{x}$	Std. dev	Remark
1	To what extent do you think you influence your daily business routines at work?	67 36.4%	81 44%	24 13.1%	12 6.5%	3.10	0.87	High
2	To what extent do you make decisions as a secretary at your workplace?	16 8.7%	24 13.1%	88 47.8%	56 30.4%	2.00	0.89	Low
3	To what extent do you organize your work schedule on your own?	109 59.2%	75 40.8%			3.59	0.49	
<b>Average Mean and Standard Deviation</b>						<b>2.90</b>	<b>0.75</b>	<b>High</b>
<b>Competence</b>								
4	To what extent do you feel you can accomplish the responsibilities assigned to you at work?	78 42.4%	106 57.6%			3.42	0.50	Very High
5	To what extent do you think your work permits you to learn new skills?	31 16.8%	21 11.4%	89 48.4%	43 23.4%	2.22	0.99	Low
6	To what extent do you think your efforts are appreciated and acknowledged?	76 41.4%	54 29.3%	35 19%	19 10.3%	3.02	1.01	High
<b>Average Mean and Standard Deviation</b>						<b>2.89</b>	<b>0.83</b>	<b>High</b>
<b>Relatedness</b>								
7	To what extent do you think you are connected to your senior and	65 35.3%	89 48.4%	17 9.2%	13 7.1%	3.12	0.85	High

junior colleagues at work?

8	To What extent do you feel a sense of belonging within your team and department?	51 27.7%	76 41.3%	34 18.5%	23 12.5%	2.84	0.97	High
9	To what extent do you think your colleagues respect and value your contributions?	61 33.2%	82 44.6%	29 15.8%	12 6.4%	3.04	0.87	High
<b>Average Mean and Standard Deviation</b>						<b>3.00</b>	<b>0.90</b>	<b>High</b>
<b>Grand Mean and Standard Deviation</b>						<b>2.93</b>	<b>0.83</b>	<b>High</b>

**Source:** Field survey, 2024

**Key: Very High (VH) = 4 points; High (H) = 3 points; Low (L) = 2 points; Very Low (VL) = 1 point.  $\bar{x}$  = Mean; Sd = Standard deviation**

Decision Rule: Very Low = 1.00 - 1.75; Low = 1.76 - 2.50; High = 2.51 - 3.25;

Very High = 3.26 - 4.00.

The table shows the findings on the level of job satisfaction among secretaries in public institutions in Lagos State, Nigeria, across three dimensions: autonomy, competence, and relatedness. The analysis divides these characteristics into mean scores, standard deviations, and percentages of responses across satisfaction levels - Very High (VH), High (H), Low (L), and Very Low (VL).

The first component, autonomy, measures secretaries' perceived power and independence at work. The first question in this category is, "To what extent do you think you influence your daily business routines at work?" The mean score is 3.10, with a standard deviation of 0.87, suggesting a high level of autonomy. In particular, 36.4% of respondents indicated a Very High (VH) of impact, 44% a High (H), 13.1% a Low (L), and 6.5% a Very Low (VL). This implies that the vast majority of secretaries believe they have considerable influence over their daily routines. The second item, "To what extent do you make decisions as a secretary in your workplace?" has a mean score of 2.00 and a standard deviation of 0.89, indicating a modest level of decision-making autonomy. Only

8.7% of respondents indicated VH, while 13.1% selected H. However, 47.8%, reported having L in decision-making, compared to 30.4% who had VL. This result revealed that most of the secretaries captured in this study have little decision-making authority at work. The third question that was based on, "To what extent do you organize your work schedule on your own?" had a mean and standard deviation score of 3.59 and 0.49 respectively. The results suggest a high level of satisfaction. Also, 59.2% of respondents reported VH, 40.8% reported H, and none reported L or VL. This outcome demonstrates that secretaries in the study have a strong sense of control over their schedule. The mean score for autonomy is 2.90, with a standard deviation of 0.75, suggesting moderate overall satisfaction in this area.

The competence factor measures how capable and skilled secretaries feel in their employment. The first question is, "To what extent do you believe you can meet the responsibilities assigned to you at work?" Received a mean score of 3.42 with a standard deviation of 0.50, indicating great satisfaction. 42.4% of respondents exhibited Very High, while 57.6% reported High, showing a high conviction in their ability to do job responsibilities. The second question is: "To what extent do you believe your work allows you to learn new skills?" produced a mean and standard deviation score of 2.22 and 0.99 respectively. The result suggests a moderate satisfaction. The outcome showed that only 16.8% of secretaries reported Very High and 11.4% picked High, whereas a large number, 48.4%, reported Low and 23.4% chose Very Low. This suggests that many secretaries think their jobs offer little opportunities for skill development.

The third item, "To what extent do you think your efforts are appreciated and acknowledged?" had a mean score of 3.02 and a standard deviation of 1.01, indicating a high level of satisfaction. 41.4% of respondents reported Very High, 29.3% reported

High, 19% reported Low, and 10.3% suspected they had Very Low. The result demonstrates even though most of the secretaries captured in the study feel appreciated, a few of them feel otherwise, the mean and standard deviation of their competence were 2.89 and 0.83 respectively which showed a moderate overall satisfaction in this area.

The relatedness factor assesses secretaries' sense of connection with their coworkers. The first item, "To what extent do you think you are connected to your senior and junior colleagues at work?" received a mean and standard deviation score of 3.12 and 0.85 respectively. These results revealed a high level of satisfaction. Meanwhile, 35.3% of respondents reported Very High, 48.4% of them reported High, 9.2% reported Low, and 7.1% believed they had Very Low and the result indicated a strong sense of connection among coworkers. On the other hand, the second question, "To what extent do you feel a sense of belonging within your team and department?" yielded a mean score of 2.84 and a standard deviation of 0.97, indicating moderate contentment. 27.7% of respondents claimed Very High, 41.3% reported High, 18.5% reported Low, and 12.5% selected Very Low, demonstrating that while many secretaries feel a sense of belonging, a significant minority do not.

The third item, "To what extent do you think your colleagues respect and value your contributions?" had a mean score of 3.04 and a standard deviation of 0.87, indicating a high level of satisfaction. 33.2% indicated Very High, 44.6% reported High, 15.8% reported Low, and 6.4% chose Very Low, indicating that the majority of secretaries feel appreciated by their colleagues. The mean relatedness score is 3.00, with a standard deviation of 0.90, indicating a high level of overall satisfaction in this category.

The grand mean and standard deviation scores across all questions were 2.93 and 0.83 respectively. The results indicated that those secretaries captured in these public

institutions in Lagos State are moderately satisfied with their jobs. It implies that while these secretaries are generally content with their autonomy and workplace connections (relatedness), there are places for growth, especially in decision-making autonomy and possibilities for skill development.

**Research Question 2: What is the level of work engagement of secretaries in public institutions in Lagos State, Nigeria?**

**Table 4.4: Level of Work Engagement of Secretaries in Public Institutions, Lagos State, Nigeria**

S/N	Cognitive Engagement	VH 4	H 3	L 2	VL 1	$\bar{x}$	Std. dev	Remark
1	I am cognitively engaged with my work within the institution because it is a vital part of the institution	88 47.8%	96 52.2%			3.48	0.50	Very High
2	My work requires being involved cognitively at all time in order to remain effective on the job	119 64.7%	59 32.1%	5 2.7%	1 0.5%	3.61	0.57	Very High
3	Within the institution, cognitive engagement is vital as part of the job requirements	99 53.8%	78 42.4%	2 1.1%	5 2.7%	3.47	0.66	Very High
<b>Average Mean and Standard Deviation</b>						<b>3.52</b>	<b>0.58</b>	<b>Very High</b>
<b>Emotional Engagement</b>								
4	The position in which you handle within this institution is satisfactory to you at what extent	76 41.3%	66 35.9%	23 12.5%	19 10.3%	3.08	0.97	High
5	My level of work makes me feel motivated to work, and as a result I do not miss work when necessary	87 47.3%	42 22.8%	38 20.7%	17 9.2%	3.08	1.02	High
6	My engagement in work is as a result of the level of passion in which I have for this job	88 47.9%	93 50.5%	2 1.1%	1 0.5%	3.46	0.55	Very High

		<b>Average Mean and Standard Deviation</b>			<b>3.21</b>	<b>0.85</b>	<b>High</b>
<b>Physical Engagement</b>							
7	The extent at which I am allowed to address various work files in the institution makes me fully engaged with work	119 64.7%	57 31%	8 4.3%	3.60	0.57	High
8	My work role within the institution physically helps to improve my working space or environment	90 48.9%	89 48.4%	5 2.7%	3.46	0.55	Very High
9	Being a secretary requires to be physically fit in order to function properly	126 68.5%	58 31.5%		3.68	0.47	Very High
		<b>Average Mean and Standard Deviation</b>			<b>3.58</b>	<b>0.53</b>	<b>Very High</b>
		<b>Grand Mean and Standard Deviation</b>			<b>3.44</b>	<b>0.65</b>	<b>Very High</b>

**Source:** Field survey, 2024

**Key:** Very High (VH) = 4 points; High (H) = 3 points; Low (L) = 2 points; Very Low (VL) = 1 point.  $\bar{x}$  = Mean; Sd = Standard deviation

Decision Rule: Very Low = 1.00 - 1.75; Low = 1.76 - 2.50; High = 2.51 - 3.25;

Very High = 3.26 - 4.00.

The table assesses the level of work engagement among secretaries in public institutions, Lagos State, Nigeria. The sub-metrics were in three categories: cognitive engagement, emotional engagement, and physical engagement. Their responses were scaled on the levels of Very High (VH), High (H), Low (L), and Very Low (VL).. The mean and standard deviation scores are computed to establish the overall degree of involvement, and the ultimate classification is "High" or "Low" based on the data analysis.

Cognitive engagement measures how engaged secretaries are to their career. The first issue concerns whether secretaries feel intellectually engaged since their work is vital to the institution. The mean score was 3.48 with a standard deviation of 0.50, suggesting a high degree of participation. 47.8% of respondents chose VH, while 52.2% chose HE,

indicating that the majority are deeply invested in their job because it is relevant to the institution.

The second issue investigates whether secretaries must be intellectually engaged at all times to be productive on the job. This item earned the highest mean score (3.61), with a standard deviation of 0.57, indicating a high level of cognitive involvement. A considerable 64.7% of respondents indicated Very High, 32.1% chose High, and 2.7% and 0.5% chose Low and Very Low, respectively, demonstrating that cognitive participation is critical for their effectiveness. The third factor determines if cognitive involvement is required as part of the job responsibilities. The results showed an average mean and a standard deviation of 3.47 and 0.66 respectively. 53.8% of respondents reported Very High, 42.4% reported High, and a tiny fraction (1.1% Low, 2.7% Very Low) felt less involved, indicating that cognitive engagement is an important aspect of their jobs. The average cognitive engagement score is 3.52, with a standard deviation of 0.58, indicating a high level of mental interest in their job.

Emotional involvement refers to a secretary's emotional connection to their job. The first item, which measures how pleased secretaries are with their employment, had a mean score of 3.08 and a standard deviation of 0.97, suggesting high levels of satisfaction. 41.3% of respondents claimed Very High, while 35.9% opted High. On the contrary, 12.5% of them picked Low and 10.3% Very Low respectively. The outcome demonstrated that a few of the captured secretaries in this study were less emotionally invested in their jobs. The second item analyses if secretaries are motivated to work, resulting in little absenteeism. This item's average score was 3.08, with a standard deviation of 1.02. 47.3% of respondents indicated Very High, 22.8% High, 20.7% Low, and 9.2% Very Low, indicating that, while many secretaries are driven, some exhibit lower levels of emotional engagement and motivation. The last question which evaluated

if work engagement is driven by high job excitement revealed a mean and a standard deviation of 3.46 and 0.55 respectively. This result suggests a high level of emotional involvement. 47.9% of respondents claimed Very High, 50.5% chose High, and just 1.1% and 0.5% chose Low and Very Low, demonstrating that most secretaries are enthusiastic about their professions. In all variables, the average mean and standard deviation of emotional engagement involvement were 3.21 and 0.85 representing a strong emotional bond with their job.

Physical engagement assesses the extent to which secretaries are physically active in their employment. The first question asks if handling work files helps them feel entirely engaged. This item had a mean and a standard deviation score of 3.60 and 0.57 respectively. The result revealed a high level of physical activity. Meanwhile, 64.7% of respondents picked Very High, 31% High, and 4.3% Low and the outcome revealed that most of them were physically active due to their commitments. The second item investigates if the secretaries' employment roles improve the physical working environment. The second item evaluates if the secretaries' job functions enhance the physical working environment. The mean score was 3.46, with a standard deviation of 0.55, indicating significant levels of physical activity. 48.9% of respondents chose Very High, 48.4% chose High, and only 2.7% chose Low, indicating that most secretaries are physically involved because of their work environment.

The final question analyses whether being physically healthy is necessary for secretaries to function efficiently, and it yielded the highest mean (3.68). The results indicated a high level of engagement. Most of the respondents representing 68.5% claimed Very High and 31.5% chose High, and none reported lower engagement levels. This result highlighted the importance of physical fitness in their work. The mean physical engagement score is

3.58, with a standard deviation of 0.53, indicating a high level of physical involvement in their career.

The grand mean for work engagement across all categories is 3.44, with a standard deviation of 0.65, showing that secretaries in public institutions in Lagos State are generally engaged in their jobs. While cognitive, emotional, and physical engagement all had good scores, cognitive and physical engagement obtained particularly high ratings and that implied that those captured secretaries in the study were cognitively and physically committed in their employment, with somewhat lower but still considerable emotional engagement.

**Research Question 3: What is the Level of Self-Efficacy of Secretaries in Public Institutions in Lagos State, Nigeria?**

**Table 4.5: Level of Self-Efficacy of Secretaries in Public Institutions, Lagos State, Nigeria**

S/N	Mastery Experiences	VH 4	H 3	L 2	VL 1	$\bar{x}$	Std. dev	Remark
1	I feel very enthusiastic when fully engaged in my job role always	61 33.2%	89 48.4%	21 11.4%	13 7%	3.08	0.85	High
2	I am extremely influenced with my level of engagement in work within the institution because of my self-efficacy level	70 38%	81 44.1%	23 12.5%	10 5.4%	3.15	0.84	High
3	I am always motivated to work because of the passion that I have for my work	66 35.9%	101 54.9%	12 6.5%	5 2.7%	3.24	0.69	High
<b>Average Mean and Standard Deviation</b>						<b>3.16</b>	<b>0.79</b>	High
<b>Vicarious Experiences</b>								
4	I am extremely dedicated to my work because of my years of experience	65 35.3%	61 33.2%	39 21.2%	19 10.3%	2.93	0.99	High
5	My level of	78	98	5	3	3.36	0.62	Very

	employment within the institution has a role to play in relation to my work engagement	42.4%	53.3%	2.7%	1.6%			High
6	How contented are you with your work engagement	63 34.2%	56 30.4%	38 20.7%	27 14.7%	2.84	1.06	High
<b>Average Mean and Standard Deviation</b>						<b>3.04</b>	<b>0.89</b>	High
<b>Social Persuasion</b>								
7	My job description upon application is similar to the work I am engaged with in the institution	21 11.4%	43 23.4%	78 42.4%	42 22.8%	2.23	0.93	Low
8	Social involvement is part of the job role within the institution that I execute	95 51.7%	83 45.1%	5 2.7%	1 0.5%	3.48	0.58	Very High
9	My job role does not include persuading people to do things that they will not ordinarily want to do themselves	52 28.3%	49 26.6%	51 27.7%	32 17.4%	2.66	1.07	High
<b>Average Mean and Standard Deviation</b>						<b>2.79</b>	<b>0.86</b>	High
<b>Grand Mean and Standard Deviation</b>						<b>3.00</b>	<b>0.85</b>	High

**Source:** Field survey, 2024

**Key:** Very High (VH) = 4 points; High (H) = 3 points; Low (L) = 2 points; Very Low (VL) = 1 point.  $\bar{x}$  = Mean; Sd = Standard deviation

**Decision Rule:** Very Low = 1.00 - 1.75; Low = 1.76 - 2.50; High = 2.51 - 3.25; Very High = 3.26 - 4.00.

The table presents the level of self-efficacy of secretaries in public institutions in Lagos State, Nigeria using three sub-metrics which are mastery experiences, vicarious experiences, and social persuasion. The responses were scaled on four levels: - Very High (VH), High (H), Low (L), and Very Low (VL). The mean and standard deviation scores reflect general self-efficacy levels.

Mastery experiences, a fundamental component of self-efficacy, describe how secretaries see their capacity to perform and accomplish in their professional roles based on their

personal experiences. The first item examines enthusiasm when secretaries are fully engaged in their professional activities. The average score is 3.08, with a standard deviation of 0.85, suggesting a high level of excitement. 33.2% of respondents selected Very High, 48.4% High, 11.4% Low, and 7% Very Low. This reveals that the majority of secretaries are quite enthusiastic about their jobs. The second question assesses the influence of self-efficacy on involvement in the institution, and has a mean score of 3.15 and a standard deviation of 0.84, indicating a significant degree of effect. In this study, 38% expressed Very High, 44.1% High, 12.5% Low, and 5.4% Very Low, suggesting a robust relationship between self-efficacy and job engagement. The third item examines motivation coming from passion for their profession, and the mean score is 3.24 with a standard deviation of 0.69, indicating a strong degree of motivation. 35.9% of respondents indicated Very High, 54.9% High, 6.5% Low, and 2.7% Very Low, implying that a strong desire to work is a substantial motivator for secretaries. The mean score for mastery experiences is 3.16, with a standard deviation of 0.79, indicating a high level of self-efficacy in this category.

Learning from other people's experiences, or vicarious experiences, is essential for fostering self-efficacy, especially in the workplace. The first question is about dedication to work. The average score of 2.93 with a standard deviation of 0.99 indicates moderate self-efficacy. While experience is valuable, it did not significantly increase self-efficacy, as seen by the 35.3% who reported Very High, 33.2% who reported High, 21.2% who reported Low, and 10.3% who claimed Very Low. The outcomes were a mean and standard deviation scores of 3.36 and 0.62 respectively. The second item, which assesses whether employment circumstance impacts work engagement, has a high degree of impact. Out of the respondents, only 2.7% and 1.6% selected Low or Very Low, respectively, while 42.4% chose Very High and 53.3% chose High. This implies that job

position greatly improves engagement and self-efficacy. The third item assesses contentment with work engagement, with a mean score of 2.84 and a standard deviation of 1.06, indicating a modest level of self-efficacy. 34.2% reported Very High, 30.4% High, 20.7% Low, and 14.7% Very Low, showing a moderate satisfaction with work engagement among the secretaries. The average mean for vicarious experiences is 3.04, with a standard deviation of 0.89, reflecting a high level of self-efficacy in this area, though it is slightly lower compared to mastery experiences.

Social persuasion refers to the degree to which external factors such as encouragement or feedback from others shape an individual's confidence in performing tasks. The first question, which examines how well the present position fits the job description on the application, has a mean and a standard deviation score of 2.23 and 0.93 respectively. The outcome showed that self-efficacy is modest. Most of the respondents (42.4%) selected Low, whereas 11.4% settled for Very High, 23.4% picked High, and 22.8% agreed with Very Low. The data highlighted secretaries' perspectives on how their present responsibilities differ from job descriptions. However, this might have a detrimental impact on their self-efficacy. On the other hand, the question on the importance of social components in the workplace, recorded an average mean and standard deviation scores of 3.48 and 0.58 respectively and that suggesting a high degree of social engagement. 51.7% of respondents reported Very High, 45.1% High, and just 2.7% Low. This result revealed that secretaries captured in this study were inextricably linked through work-related social connections. The final item assesses if the job function entails influencing others to accomplish things that they would not normally wish to do. The mean score is 2.66, with a standard deviation of 1.07, indicating a moderate level of self-efficacy. 28.3% reported Very High, 26.6% High, 27.7% Low, and 17.4% Very Low, reflecting moderate satisfaction with their ability to influence others. The average mean for social persuasion

is 2.79, with a standard deviation of 0.86, reflecting a moderate level of self-efficacy in this area.

The grand mean and standard deviation across all variables were 3.00 and 0.85 respectively. The result revealed a high level of self-efficacy among secretaries working in public institutions in Lagos, Nigeria. Secretaries often have high self-efficacy, particularly in areas connected to mastery and vicarious experiences, with moderate levels in components relating to social persuasion. This implies that, while secretaries are confident in their job performance, external social influences may still have an impact on their overall self-efficacy.

#### 4.2.2 Testing of Hypotheses

H<sub>01</sub>: There is no significant influence of work engagement on job satisfaction of secretaries in public institutions in Lagos State, Nigeria.

**Table 4.6a: Model Summary of Regression Analysis on the Influence of Work Engagement on Job Satisfaction of Secretaries in Public Institutions, Lagos State, Nigeria**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.816	0.666	0.660	0.462

a. Predictors: (Constant), Work Engagement

**Table 4.6b: ANOVA**

Model		Sum of Squares	df	Mean Square	f	Sig.
1	Regression	84.0159	2	42.01	50.921	.000 <sup>b</sup>
	Residual	150.144	182	0.825		
	Total	234.160	184			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Engagement

**Table 4.6c: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	75.072	33.064		2.271	.000
	Work Engagement	0.368	0.106	0.262	3.472	.001

a. Dependent Variable: Job Satisfaction

Tables 4.6a, 4.6b, and 4.6c presents the correlation between work engagement and job satisfaction of secretaries in public institutions, Lagos State, Nigeria. It illustrates the model summary statistics, ANOVA findings, and regression coefficients to buttress on how work engagement is a strong predictor of job satisfaction.

In Table 4.6a, based on the R value of 0.816, the regression analysis's model summary revealed that work engagement and job satisfaction were strongly and positively correlated. This strong link implies that secretaries' job satisfaction levels rise in tandem with increased work engagement. In addition, the  $R^2$  value of 0.666 indicated that work engagement accounts for around 66.6% of the variation in job satisfaction. This significant percentage emphasizes the importance of work engagement as a predictor in a situation like. It was revealed that a more accurate measure of variance explained is provided by the adjusted  $R^2$  of 0.660 and that takes into consideration the number of predictors. The very minor decline from  $R^2$  indicates that the model is stable and does not experience severe overfitting. Lastly, the estimate's standard error, which is 0.462, shows that, on average, there is a 0.462 difference between the expected and actual work satisfaction levels. The correctness of the results is confirmed by a lower standard error, which shows that the model fits the data better.

As shown in Table 4.6b, the ANOVA findings further demonstrated a high correlation between job satisfaction and work engagement. The result revealed that work engagement contributes variably to the job satisfaction as it is shown by the regression sum of squares, which is 84.0159 and the residual sum of squares 150.144 which shows how much variability the model is unable to account for. The sum of squares, including both explained and unexplained variability, is 234.160. There are two degrees of freedom in the regression model and 182 residuals, for a total of 184. The residuals mean square is

0.825, which is in contrast to the regression mean square of 42.01. The estimated F-value of 50.921 indicates that the regression model is statistically significant. With the p-value of 0.000 ( $p < 0.05$ ), there is an affirmation that work engagement is a strong predictor to job satisfaction of secretaries in public institutions, Lagos State, Nigeria.

Table 4.6c displays the regression analysis's coefficients, which illustrate the relationship between the predictor variable (work engagement) and the dependent variable (job satisfaction). With a correlation of 0.368, it means when work engagement increases by 36.8%, the job satisfaction will also increase in likeable manner. Though, with a standardized coefficient (Beta) of 0.262 and a standard error of 0.106, this coefficient depicts the direction and intensity of the connection in standard deviation units. With the statistical significance of the relationship between work engagement and job satisfaction revealed as t-value of 3.472 and at the 0.001 significance level, it means the necessity to raise work engagement would lead to a raise in secretaries' job satisfaction in public institutions, Lagos State, Nigeria.

**H<sub>02</sub>:** There is no significant influence of self-efficacy on job satisfaction of secretaries in public institutions, Lagos State, Nigeria.

**Table 4.7a: Model Summary of Regression Analysis on the Influence of Self-Efficacy of Secretaries in Public Institutions, Lagos State, Nigeria**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.601	0.361	0.355	0.157

b. Predictors: (Constant), Self-Efficacy

**Table 4.7b: ANOVA**

Model		Sum of Squares	df	Mean Square	f	Sig.
1	Regression	28.5687	2	14.28	23.509	.000 <sup>b</sup>
	Residual	110.584	182	0.608		
	Total	139.153	184			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Self-Efficacy

**Table 4.7c: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	55.292	41.008		1.348	0.01
	Self-Efficacy	0.304	0.042	0.262	7.268	0.00

a. Dependent Variable: Job Satisfaction

Tables 4.7a, 4.7b, and 4.7c show results of the significant influence of self-efficacy on the job satisfaction of secretaries in public institutions, Lagos State, Nigeria. The analysis consists of the model summary, ANOVA results, and coefficient estimates, which together indicate a strong relationship between self-efficacy and job satisfaction.

Table 4.7a presents the model summary, indicating a correlation coefficient (R) of 0.601. This suggests a moderate to strong positive relationship between self-efficacy and job satisfaction. The R Square value of 0.361 implies that approximately 36.1% of the variance in job satisfaction can be explained by self-efficacy, indicating that self-efficacy is a significant predictor of job satisfaction. The Adjusted R Square value of 0.355 accounts for the number of predictors in the model and further supports the model's explanatory power. The Standard Error of the Estimate is 0.157, suggesting that the predictions made by the model are relatively close to the actual job satisfaction scores, enhancing the reliability of the findings.

The ANOVA table (Table 4.7b) evaluates the overall significance of the regression model. The regression sum of squares is 28.5687, and the residual sum of squares is 110.584, with a total of 139.153. The F-value of 23.509 and the significance value (p-value) of 0.000 indicate that the model significantly predicts job satisfaction. Based on this outcome, the null hypothesis (H02) was rejected and the alternative hypothesis accepted that self-efficacy has discernible influence on job satisfaction of secretaries in

public institutions. The null hypothesis is rejected because the p-value was significantly below the traditional cutoff point of 0.05. This result indicated that among secretaries working in public institutions, Lagos State, Nigeria, self-efficacy is a statistically significant factor influence their job satisfaction.

Table 4.7c shows the regression analysis's coefficients when self-efficacy is zero, the predicted level of job satisfaction is indicated by the constant's unstandardized coefficient, which is 55.292. With an unstandardized coefficient of 0.304 representing 30.4% for the self-efficacy variable, it is an indication that the job satisfaction would too rise by 0.304 units and for every unit increase in self-efficacy, there is a positive correlation. On the other hand, with a moderate effect size, the standardized coefficient (Beta) of 0.262 indicates that self-efficacy has a positive relationship with job satisfaction. Self-efficacy's t-value of 7.268 and significance value of 0.00 demonstrate how well it predicts work satisfaction.

In Tables 4.7a, 4.7b, and 4.7c, all the results evidently proved that self-efficacy had a major positive influence on the job satisfaction of secretaries in public institutions, Lagos State, Nigeria. Therefore, when there is an increase in self-efficacy, it will contribute to a greater job satisfaction among secretaries working in these public institutions.

**H<sub>03</sub>:** There is no significant combined influence of work engagement and self-efficacy on job satisfaction of secretaries in public institutions in Lagos State, Nigeria

**Table 4.8a: Model Summary of Regression Analysis on the combined Influence of Work Engagement and Self-Efficacy on Job Satisfaction of Secretaries in Public Institutions, Lagos State, Nigeria**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.644	0.415	0.409	0.211

c. Predictors: (Constant), Work Engagement and Self-efficacy

**Table 4.8b: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.7331	2	19.37	29.749	.000 <sup>b</sup>
	Residual	119.784	184	0.651		
	Total	158.517	186			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Engagement and Self-Efficacy

**Table 4.8c: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	16.823	2.544		16.823	0.01
	Work Engagement	0.651	0.520	0.131	0.651	0.00
	Self-Efficacy	0.323	0.061	0.262	0.323	0.00

a. Dependent Variable: Job Satisfaction

Table 4.8a presents how work engagement and self-efficacy combined influence job satisfaction in public institutions, Lagos State, Nigeria. The result showed a value (R) of 0.644 and that indicates a significant positive relationship between the predictors (work engagement and self-efficacy) and the dependent variable (job satisfaction). With the R Square value of 0.415 that proves approximately 41.5% of the variance in job satisfaction can be explained by the combined influence of work engagement and self-efficacy. The result highlighted the contribution and relevance of the two independent variables on the dependent variable (job satisfaction) among secretaries. This is a significant proportion,

indicating the usefulness of the variables in predicting work satisfaction among secretaries. The analysis of the tables related to the hypothesis (H03), which states that work engagement and self-efficacy have no significant combined influence on job satisfaction of secretaries in public institutions in Lagos State, Nigeria, sheds light on the relationships between these variables. The Adjusted R Square value of 0.409 accounts for the number of predictors in the model and reinforces the findings, indicating that the model fits the data well. Lastly, the standard error of the estimate (0.211) indicates a reasonable level of precision in the predictions, implying that the model has a moderate degree of accuracy in predicting job satisfaction.

In Table 4.8b, the ANOVA results revealed the F-statistic is 29.749 with a significance level (Sig.) of 0.000, indicating that the model is statistically significant. This conclusion implies that there is a considerable chance that the combined influence of work engagement and self-efficacy affects job satisfaction. The sum of squares for regression (38.7331) and the residual (119.784) show that the predictors account for a much bigger proportion of the variation. In addition, the mean square for regression (19.37) compared to the residual (0.651) demonstrates the strength of the link between the predictors and work satisfaction, leading to the rejection of the null hypothesis (H03).

In Table 4.8c, the coefficients for each predictor in the model provides more information about their respective contributions to job satisfaction. When both predictors are zero, the constant (16.823) and that indicates the baseline level of job satisfaction. The unstandardized coefficient for work engagement is 0.651 representing 65.1% and that implies that for every one unit increase in work engagement, there would also be an increase in job satisfaction by 0.651 units while self-efficacy remains constant. Work engagement has a somewhat advantageous impact on job satisfaction, as indicated by the

standardized coefficient (Beta) value of 0.131. In contrast, self-efficacy has an unstandardized coefficient of 0.323 representing 32.3% and that implies that job satisfaction would rise by 0.323 units as well. For every unit changes in self-efficacy will affect a unit change in job satisfaction. The standardized coefficient for self-efficacy is 0.262, demonstrating a greater relative benefit than work participation. Both variables are statistically significant at the 0.000 level, indicating that work engagement and self-efficacy have a strong influence on job satisfaction.

Overall, Tables 4.8a, 4.8b, and 4.8c demonstrate that work engagement and self-efficacy had a significant combined influence on job satisfaction among secretaries at public institutions in Lagos, Nigeria. The strong relationship, significant ANOVA findings, and positive coefficients for both predictors led to the conclusion that the null hypothesis could be rejected, meaning that boosting work engagement and self-efficacy may result in greater job satisfaction for secretaries. This underlines the need of developing these abilities in the workplace in order to increase overall job satisfaction.

### **4.3 Discussion of Findings**

The research question 1 findings provide valuable insights to secretaries' professional well-beings across three sub-metrics: Autonomy, Competence, and Relatedness. The results [average mean = 2.90; SD = 0.75] revealed that the level of autonomy experienced by secretaries was moderately high. These findings are aligned with the views and findings of some scholars. The decision-making autonomy is a significant factor influencing job satisfaction as it provides employees with a sense of control over their work tasks and process, particularly in administrative roles<sup>1</sup>. This study's result showed that secretaries feel limited in their ability to make independent decisions (mean = 2.00, SD = 0.89), even if they are somewhat happy with their capacity to affect everyday

business procedures (mean = 3.10, SD = 0.87). This is in line with the larger body of research that emphasizes the value of autonomy in raising work happiness, but it also points up a possible area where the secretarial jobs under study may be improved. Employees with higher decision-making autonomy are more likely to experience job satisfaction and organizational commitment<sup>2</sup>. This study found a lack of decision-making freedom which lower secretaries' job satisfaction levels. Autonomy can increase turnover intentions among employees. This study found that secretaries felt their autonomy is restricted in comparison to other administrative roles, potentially leading to a moderate overall job satisfaction score in this area<sup>3</sup>. The idea of autonomy, indicating that standards of comparison, how employees perceive their level of autonomy compared to their peers, can influence job satisfaction<sup>4</sup>.

In terms of competence, the secretaries expressed a generally positive outlook, with an average mean and standard deviation of 2.89 and 0.83. The secretaries felt confident in their ability to accomplish their assigned responsibilities (mean = 3.42, SD = 0.50), reflecting a high sense of competence and proficiency in their roles. Nonetheless, chances to acquire new skills received lower ratings (mean = 2.22, SD = 0.99) and that suggests a possible discontent with chances for professional growth. It is important to improve job satisfaction through skill development, particularly in dynamic work environments such as public institutions<sup>5</sup>. The study found that secretaries generally feel capable of handling their responsibilities (mean = 3.42; SD = 0.50). This sense of competence is critical to job satisfaction, as it reinforces employees' belief in their abilities to perform well. A study found that employee confidence in their skills and abilities directly correlates with job satisfaction<sup>6</sup>. This study's findings revealed that secretaries expressed great satisfaction with completing tasks, as engaged employees are more likely to feel competent. Nonetheless, there is some discontent with professional growth shown by the lower mean

score for possibilities to acquire new abilities (mean = 2.22, SD = 0.99). Employees lack opportunities for skill enhancement, it negatively affects their job satisfaction and long-term commitment to the organization<sup>5</sup>. The secretaries' desire for more learning opportunities could point to a gap in training and development programs within public institutions. Employees who are more engaged in organizational citizenship behaviours such as going above and above the call of duty if they think they are competent and capable of their tasks<sup>7</sup>. This research suggests that extending skill-development opportunities may increase secretaries' organizational commitment and involvement while also improving job happiness.

The relatedness results showed that secretaries, who reported social connections and a sense of belonging at work, had the highest level of job satisfaction (mean = 3.00; SD = 0.90). Secretaries had a strong connection with their colleagues (mean = 3.12, SD = 0.85), and they thought their job was appreciated and respected (mean = 3.04, SD = 0.87). This sense of relatedness is crucial for improving employee happiness and organizational commitment as well as for fostering a healthy work environment<sup>8</sup>. However, given a relatively lower sense of belonging within teams and departments (mean = 2.84, SD = 0.97), there could be room for improvement in terms of improving team relations. Relatedness, or the sense of belonging and connectedness at work, is one of the strongest contributors to job satisfaction (mean = 3.00; SD = 0.90).

Employees who feel connected to their colleagues and respected within their teams are more likely to be satisfied with their jobs<sup>9</sup>. The secretaries' high levels of satisfaction with feeling connected to both senior and younger colleagues (mean = 3.12, SD = 0.85) suggest that positive interpersonal connections play a significant influence in their overall job satisfaction. Higher levels of employee engagement and job happiness have been associated with strong interpersonal interactions at work, suggesting that a sense of

connectedness positively affects job satisfaction<sup>10</sup>. In this study's finding, secretaries felt a certain level of satisfaction with their sense of inclusion in their departments and teams (mean = 2.84, SD = 0.97). Strong team dynamics and a sense of belonging were important variables in job satisfaction, especially at public institutions where team cohesiveness directly affects work fulfilment and performance<sup>11</sup>.

Based on the result of research question two, it is clear from the grand mean and standard deviation scores of 3.44 and 0.65, respectively, that secretaries are highly engaged in their work on a cognitive, emotional, and physical level, which enhances their job satisfaction and performance. Numerous academics support these findings, offering a more thorough comprehension of the crucial elements of work engagement. A study highlighted the role of cognitive engagement in their study on teachers, where they found that personality traits such as self-efficacy are closely linked to work engagement and job satisfaction<sup>12</sup>. Secretaries in public institutions similarly require high cognitive engagement, as indicated by the mean score of 3.52 in this dimension. Secretarial roles often demand continuous mental involvement to stay effective. High cognitive engagement results from a strong sense of professional identity and competence<sup>12</sup>. Job autonomy influences cognitive engagement in healthcare employees, showing that self-leadership and autonomy increase cognitive investment in job tasks<sup>13</sup>. Although the study indicated a high level of cognitive engagement, the standard deviation of 0.58 indicates some variation in the degree of cognitive involvement in their work, which may be related to different levels of autonomy in public institution decision-making. The secretaries' cognitive engagement, reflected by the high mean score, supports this, as secretarial roles in public institutions involve a balance between job demands (e.g., administrative tasks) and personal resources (e.g., skills and knowledge).

The emotional engagement of secretaries, reflected by a mean score of 3.21, demonstrates that their satisfaction with their roles and their motivation to work significantly contribute to job performance. Emotional engagement, rooted in self-efficacy, directly enhances job satisfaction among teaching assistants<sup>14</sup>. Since their motivation comes from their love for their profession, the secretaries in your research also have an emotional connection to their work (mean = 3.46). The effect of work engagement on job performance and discovered that emotional involvement is essential for increasing productivity<sup>15</sup>. This is further supported by the secretaries' motivation and sense of fulfilment (mean = 3.08), as emotional involvement is linked to how they view their workplace and organizational support. The 0.85 standard deviation indicates considerable variation in emotional involvement, which may be caused by varying degrees of corporate recognition and support. The importance of leadership style in fostering emotional engagement among nurses, noting that supportive leadership enhances emotional commitment and job satisfaction<sup>2</sup>. In public institutions, secretaries' emotional engagement may similarly depend on the leadership styles and support provided by their supervisors, contributing to their overall job satisfaction.

Physical engagement, with a mean score of 3.58, is the highest among the dimensions of work engagement for secretaries in public institutions. The physical engagement is enhanced when employees can utilize their personal resources and strengths, leading to better job performance<sup>16</sup>. The high degree of physical engagement seen in your study can be explained by the fact that secretarial jobs frequently call for physical endurance and commitment, especially when it comes to file management and workplace organization. Not every day is the same in terms of physical involvement, and physical engagement changes according to personal energy levels and daily work demands<sup>41</sup>. The standard deviation of 0.53 in the secretaries' physical engagement suggests that, while engagement

is generally high, certain factors (e.g., workload or work environment) may cause fluctuations in physical engagement. Job characteristics, such as physical demands and the working environment, play a significant role in determining work engagement<sup>17</sup>. Secretaries in your study reported feeling physically engaged in their roles, particularly in improving their working space (mean = 3.46) and the physical demands of handling files (mean = 3.60), reflecting a strong connection between physical work conditions and engagement.

All sub-metrics (mastery experiences, vicarious experiences, and social persuasions) contributed favourably to the high degree of self-efficacy among secretaries, as indicated by the grand mean and standard deviation of 3.00 and 0.85 for study question three. Employees with strong self-belief tend to have more work engagement and happiness, these findings are backed by their relationship between high self-efficacy and enhanced job satisfaction<sup>19</sup>, Employees with high levels of self-efficacy are more resilient when faced with obstacles at work, which results in higher job satisfaction<sup>19</sup> This study supports recent research showing that secretaries' high levels of self-efficacy have boosted their job happiness and involvement in public institutions.

The result research question three proved also that secretaries at Lagos State's public institutions have high levels of self-efficacy, especially while working on projects they are enthusiastic about, according to the findings on mastery experiences. Several academics who have studied how social persuasion promotes the development of self-efficacy agree with this perspective. A study discovered that verbal support and encouragement from superiors and coworkers might boost a person's self-esteem and level of engagement in their jobs<sup>20</sup>. A study discovered that peer approval had a considerable influence on employee creativity and self-efficacy<sup>21</sup>. A study on how

servant leadership promotes employee engagement found that positive social conditions made employees feel more confident in their abilities<sup>22</sup>.

In addition, the importance of mastery experiences in fostering self-efficacy, particularly when people routinely achieve or surpass their goals<sup>23</sup>. Another study provides more evidence for this idea by examining how conquering obstacles through mastery experiences strengthens a person's self-efficacy by fostering confidence in their skills<sup>24</sup>. Self-efficacy and mastery orientation are important predictors of creative work behaviour<sup>15</sup>. It is suggested that successful experiences have an impact on both self-efficacy and overall professional growth. Those who experience mastery are more likely to participate positively in their professional responsibilities<sup>19</sup>. This study's results provide credence to the notion that mastery experiences are critical to increasing secretaries' self-efficacy and empowering them to do their duties with greater assurance and effectiveness.

The findings also show that secretaries' years of experience and employment status have an effect on their small level of self-efficacy in terms of vicarious experiences. In support of this, a study found that witnessing others succeed in similar roles may increase self-esteem and highlight the value of shared experiences in the workplace<sup>14</sup>.

The social persuasion's results [average mean and standard deviation scores of 2.79 and 0.86 respectively] show that secretaries have a modest degree of self-efficacy, suggesting that outside support and criticism can have a big impact on their confidence in carrying out work-related duties. This position is shared by a number of academics who have researched how social persuasion influences the development of self-efficacy. A study found that verbal support and encouragement from superiors and coworkers can raise a person's self-esteem and degree of participation in their professions<sup>26</sup>.

A study found that peer approbation has a significant impact on employees' creativity and self-efficacy<sup>21</sup>. A research studied how servant leadership influences employee engagement and showed that beneficial social conditions make employees feel more secure in their talents<sup>22</sup>. Employee job happiness is increased by mastery experiences and social persuasion, which emphasizes the value of positive feedback in the workplace<sup>25</sup>. Social interactions-driven good affect is crucial for raising educators' self-efficacy and work satisfaction, implying that similar dynamics apply just as much to administrative positions<sup>27</sup>. All of this research demonstrate that social persuasion is crucial for boosting secretaries' self-efficacy and providing them with the competence and confidence they need to carry out their duties.

According to the first hypothesis's results [R value of 0.816; R<sup>2</sup> value of 0.666; F-value of 50.921; p-value of 0.000], work engagement significantly improves secretaries' job satisfaction at public institutions in Lagos State, Nigeria. In particular, the model coefficients indicate that job satisfaction rises in tandem with a 36.8% increase in work engagement. Numerous investigations back up these conclusions. Work engagement is a major factor in determining job satisfaction, especially in high-pressure settings<sup>16</sup>. Higher levels of job satisfaction are linked to work engagement in a variety of businesses<sup>28</sup>. Employees who are engaged in their work tend to exhibit greater job satisfaction. Engaged employees are more likely to report higher job satisfaction levels<sup>29</sup>. The positive correlation between work engagement and job satisfaction, particularly in organizational contexts where employee engagement is prioritized<sup>14</sup>. These findings reinforce the assertion that enhancing work engagement can significantly improve job satisfaction among secretaries in public institutions.

The result proves that work engagement is characterized by vigour, dedication, and absorption, where employees emotionally and cognitively invest themselves in their tasks. High levels of vigour, fortitude, and a deep sense of connection to their job are characteristics of engaged employees and all these raise employee's job satisfaction<sup>10</sup>. These employees are more likely to be happy and pleased at work, which enhances their feeling of job satisfaction in general. Engaged employees tend to experience higher job satisfaction, as they find their work to be meaningful and aligned with their personal goals and values. This satisfaction stems from the employees' intrinsic motivation to perform well.

Work engagement leads to positive emotions, higher well-being, and increased performance<sup>2</sup>. These positive emotions are key components of job satisfaction, as they contribute to the employees' sense of happiness and contentment in their roles. Engaged employees are more likely to experience a greater sense of achievement and value in their contributions to the organization<sup>16</sup>. The study revealed that employees who have a feeling of fulfilment and connection to their work are more likely to express job satisfaction, which in turn boosts commitment, productivity, and lowers the likelihood of leaving. A feedback loop is produced by the relationship between engagement and satisfaction, whereby pleased employees become more interested in their job and engaged employees feel more satisfied.

The results of hypothesis two show that R value of 0.601, R<sup>2</sup> value of 0.361, F-value of 23.509, and p-value of 0.000. It is improbable that the observed relationship between self-efficacy and work satisfaction is the product of chance. Many scholars affirmed the findings of this study. Self-efficacy and job satisfaction are related and employees who have greater levels of self-efficacy are more engaged and content in their workplaces<sup>12</sup>.

Self-efficacy improves job performance and satisfaction. A study found that higher levels of work engagement, and hence better job satisfaction, were connected with higher levels of self-efficacy, or belief in one's own ability to do tasks successfully. This link demonstrates how employees who are confident in their abilities to do their jobs are more likely to be engaged in their work, which raises their degree of job satisfaction. The study's findings are significant, especially in rigorous learning environments where work engagement and self-efficacy serve as protective factors against job dissatisfaction<sup>2</sup>. Employees with high self-efficacy are more likely to be happier in their jobs<sup>17</sup>. This relationship between self-efficacy and job satisfaction emphasizes how crucial it is to create an atmosphere where secretaries and other staff members are certain of their capacity to fulfil job requirements, as this will eventually result in higher job satisfaction and performance.

Self-efficacy strengthens employees' resilience in challenging work environments<sup>23</sup>. Their findings support the view that employees with high self-efficacy are better able to cope with workplace stress and are more likely to experience job satisfaction even in high-demand work settings. Another study investigated the ways in which self-efficacy improves organizational commitment and motivation in addition to work satisfaction<sup>8</sup>. Self-efficacy is a major factor in job satisfaction and is essential for inspiring workers to be more dedicated and active in their work. This study supports the theory by showing that workers who have confidence in their skills are more driven to achieve company objectives, which eventually results in increased job satisfaction.

A study investigated how work engagement influenced the relationships between job features, self-efficacy, perceived organizational support, and job satisfaction<sup>17</sup>. Their studies revealed that self-efficacy, when combined with organizational support and supportive job characteristics, had a significant influence on job satisfaction. It was found

that work engagement facilitates the connection and increases the favourable impacts of self-efficacy on job satisfaction. The outcome proves the importance of companies providing a healthy work environment in which self-efficacy may grow, hence increasing employee engagement and satisfaction. Self-efficacy improves employees' judgments of their ability to handle their work successfully, which increases job satisfaction<sup>28</sup>. Self-efficacy is critical to employees' overall professional well-being and helps them have a better work experience. The recent study of secretaries in governmental institutions in Lagos State, Nigeria, supports the researchers' repeated results that self-efficacy has a major impact on work satisfaction. Increasing job satisfaction necessitates self-efficacy's ability to enhance job performance, foster resilience.

The results of hypothesis three [R value 0.644; R<sup>2</sup> value 0.415; F-value 29.749;  $p < 0.001$ ]; the coefficients outcomes of work engagement and self-efficacy were ( $B = 0.651$ ,  $p < 0.001$ ) and ( $B = 0.323$ ,  $p < 0.001$ ) respectively. The results affirmed that both independent variables significantly and positively influenced the dependent variable (job satisfaction) at the higher levels. However, work engagement contributed 65.1% and self-efficacy contributed 32.3%. In line with these findings, a study discovered that both self-efficacy and work engagement were important predictors of job satisfaction<sup>2</sup>. Their study found that teaching assistants who had a strong feeling of self-efficacy and were actively involved in their work reported greater levels of pleasure. This supports the findings that secretaries, like teaching assistants, rely on their confidence in job-related tasks (self-efficacy) and their emotional involvement in their work (engagement) to experience job satisfaction. In the same vein, some scholars studied the relationship between self-efficacy, work engagement, and job satisfaction in teachers and found that these variables were interlinked<sup>12</sup>. According to them, teachers who had higher levels of self-efficacy

were more engaged at work, which in turn resulted in better levels of job satisfaction. Therefore, secretaries who are more engaged and have more self-efficacy, the conviction in one's own abilities, are probably happier in their jobs.

Also, in agreement with the findings, a study explored how self-efficacy and professional support affect work engagement and subsequent job satisfaction in early childhood educators<sup>30</sup>. They found that teachers with strong self-efficacy and adequate professional support were more engaged in their roles, leading to higher job satisfaction. Another study affirmed that employees who have a greater level of self-efficacy are more likely to be content with their professions because they believe they can handle obstacles at work better<sup>7</sup>. This confirms the current study's findings that secretaries who have high levels of self-efficacy are happier at work.

A study explored how self-efficacy and work engagement improve the quality of working life, which includes job satisfaction<sup>17</sup>. They concluded that self-efficacy had a significant role in raising work engagement, which in turn raised job satisfaction and the standard of work-life balance. This affirmed that secretaries' involvement and self-efficacy directly improve their job satisfaction. All the findings of these related studies acknowledged that secretaries with higher self-efficacy and work engagement will have greater job satisfaction. The positive and significant coefficients for self-efficacy in both studies affirm the importance of fostering self-efficacy to improve job satisfaction across different job roles.

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## Endnotes

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## **Chapter Five**

### **Conclusion**

#### **5.1 Summary of Findings**

The study investigated the influence of work engagement, self-efficacy, and job satisfaction of secretaries in public institutions, Lagos State, Nigeria. The study adopted a survey design to achieve the objectives of the study. The population of the study was 546 comprised secretaries in six public institutions, Lagos State. The sample size was 231 which was determined using the Taro Yamane formula to determine the size. The stratified sampling method was used to determine the number of participants to be targeted in each of the institutions. Responses were obtained from 184 which comprised 21 males and 163 females. The findings revealed that the level of job satisfaction of secretaries in public institutions, Lagos State, was high; the level of work engagement of secretaries in public institutions, Lagos State, was very high. Also, the level of self-efficacy of secretaries in public institutions, Lagos State, was high. There was significant influence of work engagement (cognitive, emotional, and physical engagement) on job satisfaction (autonomy, competence, and relatedness) of secretaries in public institutions, Lagos State, was high. There was significant influence of self-efficacy (mastery experiences, vicarious experiences, and social persuasion) on job satisfaction (autonomy, competence, and relatedness) of secretaries in public institutions, Lagos State, was high. In addition, there was significant combined influence of work engagement and self-efficacy on job satisfaction of secretaries in public institutions in Lagos State, Nigeria.

#### **5.2 Conclusion**

Based on the findings of the study, it was revealed that the level of job satisfaction of secretaries in public institutions, Lagos State, Nigeria was high. However, the study revealed that the level of work engagement of secretaries in public institutions, Lagos

State, Nigeria was very high. It was also revealed that the level of self-efficacy of secretaries in public institutions, Lagos State, Nigeria was high. It was also found that secretaries with higher work engagement and self-efficacy will have greater job satisfaction. It could be concluded that work engagement and self-efficacy significantly and positively influence the job satisfaction of secretaries in public institutions, Lagos State, Nigeria.

### **5.3 Recommendations**

Based on the findings of the study, it was recommended that management of public institutions in Lagos State, Nigeria should:

1. regularly conduct employee satisfaction surveys to assess job satisfaction levels among secretaries. This will enable the identification of key factors influencing satisfaction and allow for targeted interventions aimed at improving their work environment and overall job satisfaction.
2. implement strategies to enhance work engagement among secretaries, such as professional development programs, effective communication, and opportunities for career advancement. Regular assessment tools, such as employee engagement surveys, can be utilized to monitor the level of work engagement and adjust policies accordingly.
3. consider implementing self-assessment tools that help secretaries evaluate their own abilities and confidence in performing job-related tasks. Additionally, fostering a supportive work culture with mentorship programs can further enhance their sense of self-efficacy.
4. explore the correlation between work engagement and job satisfaction by conducting longitudinal studies or employing surveys that assess both factors

simultaneously. By identifying the specific elements of work engagement that influence satisfaction, institutions can design targeted interventions that boost engagement, leading to higher satisfaction.

5. prioritize the development of initiatives that enhance the self-efficacy of secretaries, such as training and empowerment programs. These initiatives should be regularly evaluated to determine their impact on job satisfaction, helping to create a supportive environment that promotes self-confidence and job satisfaction.
6. adopt an integrated approach to improving both work engagement and self-efficacy, as both factors significantly influence job satisfaction.
7. develop comprehensive programs that simultaneously address both areas, with a focus on creating an environment where secretaries feel engaged and capable in their roles.

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

This thesis has effectively constructed a useful theoretical framework for further studies in this field. Additionally, this study has shed fresh light on the variables that would enhance the job satisfaction of not only secretaries but also other employees in public institutions across Nigeria, not only in Lagos State. The study provides new insights to how cognitive, emotional, physical engagement, mastery, vicarious experiences, and social persuasion in self-efficacy enhance job satisfaction through autonomy, competence, and relatedness. Furthermore, the findings of this study have significant implications for the management of public institutions, as they revealed how work engagement and self-efficacy could lead to higher levels of job satisfaction among secretaries in the institutions. The study has provided new insights and dimensions that will fill identified

gaps in the body of knowledge as related to office management and administration. By emphasizing the need for more study into these dimensions across other public institutions and other geographical locations, it also provides a basis for future studies. The study will be relevant and useful to further scholars and researchers who intend to carry out studies on work engagement, self-efficacy, and job satisfaction even in other industries or sectors. A huge contribution has been made to the body of literature already available on job satisfaction, self-efficacy, and work engagement in the context of office management and administration in Nigeria. In conclusion, this thesis provides insights that might direct the creation of practical plans for improving the work experiences of secretaries in public institutions, making it an invaluable tool for future scholars interested in these crucial fields.

### **5.5 Suggestions for Further Studies**

A study of this kind can be carried out in other sectors and industries aside public institutions (e.g. manufacturing, construction, telecommunication, aviation, banking, and so on). More studies can be extracted out of the sub-metrics of these two independent variables - work engagement and self-efficacy such as emotional engagement in respect to emotional intelligence, physical engagement in respect to occupational stress, and self-efficacy in terms of mastery and vicarious experiences. Though, the current study focused on one geographical area which is Lagos State. The further researchers can involve other states within the South West or in other regions of the country. It is also advisable that scholars and future researchers should explore the influence of environmental factors, such as workplace culture and organizational support, on the job satisfaction of secretaries in public institutions. It is essential to carry out a study on the relationship between organisational culture, ICT usage, and job satisfaction of secretaries in public

and private institutions in certain regions in Nigeria. Finally, the study adopted a descriptive survey design method; in other further studies, the researchers or scholars should adopt methods e.g. interviews, observations, and focus group discussions and so on.

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## Appendix I

**Lead City University, Ibadan**  
**Faculty of Communication and Information Management**  
**Department of Information Management**

### Questionnaire

Dear Respondent,

I am a postgraduate student in the Department of Information Management of Lead City University, pursuing the MSc in Office and Information Management. At present, I am conducting research on “*Work Engagement, Self-Efficacy and Job Satisfaction of Secretaries in Public Institution in Lagos State, Nigeria.*” This questionnaire is designed to gather data for the thesis. Be rest assured that this is an academic exercise and the researcher shall be guided by research ethics of anonymity and confidentiality. Kindly provide a response that appropriately reflects your personal opinion about the issues under investigation as it affects your Institution.

Thank you.

**Researcher**

### Section A: Demographic Data of Respondents

This section intends to gather data on the respondents to assist the Researcher on the varied employees in the public institutions under study.

**Instruction:** Please, tick ( ✓ ) at the appropriate answers to the questions asked below:

1. Name of Institution: .....
2. Gender: (a) Male ( ), (b) Female ( )
3. Age: (a) 20 - 30 years ( ), (b) 31-40 years ( ), (c) 41 - 50 years ( ), (d) 51 years and above ( )
4. Educational Level: (a) NCE ( ), (b) HND ( ), (c) BSc. ( ), (d) M.Sc. ( ), (e) PhD ( )
5. Work Experience: (a) Less than 1 year ( ), (b) 1-5 years ( ), (c) 6-10 years ( ), (d) 10-20 years ( ), (e) 20-30 years ( ), (f) 31 years and above ( )

### Section B: Job Satisfaction

The statement in this section concerns Job Satisfaction of Secretaries as applicable to your Public Institutions, Lagos State, Nigeria. Using the four-point Likert scale provided below: Please tick ( ✓ ) the appropriate choice that extent to which you agree or disagree with each statement in relation to your institution. (Answer by selecting one of the alternatives).

**Key: Very High (VH) = 4 points; High (H) = 3 points; Low (L) = 2 points; Very Low (VL) = 1 point.**

S/N	Autonomy	VH 4	HE 3	LE 2	VL 1
1	To what extent do you think you influence your daily business routines at work?				
2	To what extent do you make decisions as a secretary at your workplace?				
3	To what extent do you organize your work schedule on your own?				
	<b>Competence</b>				
4	To what extent do you feel you can accomplish the responsibilities assigned to you at work?				
5	To what extent do you think your work permits you				

	to learn new skills?				
6	To what extent do you think your efforts are appreciated and acknowledged?				
	<b>Relatedness</b>				
7	To what extent do you think you are connected to your senior and junior colleagues at work?				
8	To What extent do you feel a sense of belonging within your team and department?				
9	To what extent do you think your colleagues respect and value your contributions?				

### Section C: Work Engagement

The statement in this section concerns Work Engagement of Secretaries as applicable to your Public Institutions, Lagos State, Nigeria. Please, tick (✓) the extent to which you agree or disagree with each statement in relation to your institution. (Answer by selecting one of the alternatives).

**Key: Very High (VH) = 4 points; High (H) = 3 points; Low (L) = 2 points; Very Low (VL) = 1 point.**

S/N	Cognitive Engagement (Rate your experience)	VH 4	HE 3	LE 2	VL 1
1	I am cognitively engaged with my work within the institution because it is a vital part of the institution				
2	My work requires being involved cognitively at all time in order to remain effective on the job				
3	Within the institution, cognitive engagement is vital as part of the job requirements				
	<b>Emotional Engagement</b>				
4	The position in which you handle within this institution is satisfactory to you at what extent				
5	My level of work makes me feel motivated to work, and as a result I do not miss work when necessary				
6	My engagement in work is as a result of the level of passion in which I have for this job				
	<b>Physical Engagement</b>				
7	The extent at which I am allowed to address various work files in the institution makes me fully engaged with work				

8	My work role within the institution physically helps to improve my working space or environment				
9	Being a secretary requires to be physically fit in order to function properly				

### Section D: Self-Efficacy

The statement in this section concerns Self-Efficacy of Secretaries as applicable to your Public Institution in Lagos State, Nigeria. Please, tick (✓) the extent to which you agree or disagree with each statement in relation to your institution. (Answer by selecting one of the alternatives).

**Key: Strongly Agree (SA) = 4 points; Agree (A) = 3 points; Disagree (D) = 2 points; Strongly Disagree (SD) = 1 point.**

S/N	Mastery Experiences (Rate your experience)	SA 4	A 3	D 2	SD 1
1	I feel very enthusiastic when fully engaged in my job role always				
2	I am extremely influenced with my level of engagement in work within the institution because of my self-efficacy level				
3	I am always motivated to work because of the passion that I have for my work				
	<b>Vicarious Experiences</b>				
4	I am extremely dedicated to my work because of my years of experience				
5	My level of employment within the institution has a role to play in relation to my work engagement				
6	How contented are you with your work engagement				
	<b>Social Persuasion</b>				
7	My job description upon application is similar to the work I am engaged with in the institution				
8	Social involvement is part of the job role within the institution that I execute				
9	My job role does not include persuading people to do things that they will not ordinarily want to do themselves				

Thank you.

## Bio-data

### A. Personal Data

Name: Esther Olubusayo ODELOLA  
Date of Birth: 27<sup>th</sup> February, 1972  
Place of Birth: Lagos  
State of Origin: Lagos  
Nationality: Nigerian  
Place of Work: Redeemer's College of Technology and Management  
Position: Principal Confidential Secretary  
Telephone: 08035716931  
E-mail: odelolaestherolubusayo@gmail.com

### Key Skills:

- Office Administration and Management
- People Communication
- Records and Filing Management
- Human Relations
- Good public relations
- Communication and Telephone Etiquette
- Customer/Client Relations
- Resourcefulness and Problem-Solving
- ICT Proficiency
- Leadership and Cooperative skills
- Perseverance

### B. Institution Attended with Dates:

- Lead City University 2024
- Olabisi Onabanjo University 2013
- Lagos State Polytechnic 2003
- Lagos State Polytechnic 1999
- Everest Computer Institute 2002
- West Africa Examination Council 1994
- Thompson Foundation. Sec. Inst. 1992

### Qualifications with Dates

- Master of Science (M.Sc.) Office and Information Management (In-View)
- Post Graduate Diploma (PGD) Business Management Upper Credit 2013
- Higher National Diploma (HND) Secretarial Administration Lower Credit 2003

- |                         |                            |              |      |
|-------------------------|----------------------------|--------------|------|
| • National Diploma (ND) | Secretarial Administration | Lower Credit | 1999 |
| • Certificate           | Desk Top Publishing (DTP)  | Upper Credit | 2002 |
| • WAEC                  | GCE                        |              | 1994 |
| • School Cert.          | Cert.                      |              | 1992 |

### C. Work Experience with Dates

#### **Redeemer's College of Technology and Management (RECTEM) Polytechnic - Principal Confidential Secretary - 2017 till date**

- Provision of secretarial and administrative responsibility with professionalism in accordance with the Polytechnic policies
- Ensuring all administrative assignment in Rectory is carried out efficiently and effectively
- Attending to all correspondences that has to do with the head of the Polytechnic
- Typing, scanning and filling of documents
- Meeting arrangements - For management and entire Polytechnic community
- Writing reports and minutes of meetings
- Assisting in pre and post accreditation exercise
- Attending to visitors/customers' inquiries

#### **Transaction/Customer Care Officer - Bank PHB/Keystone Bank - 2016 -2017**

- Attending to all customers' inquiries
- Handling confirmation of customers' references and status with other banks
- Opening and closure of account for customers with proper documentations
- Verification of customers' mandate and confirmation of cheque
- Scanning and verification of customer's mandates/signatories
- Rendition of customer's statements of account
- Processing of cheque books
- Handling of account reactivation
- Attending to correspondences, reference letters, status report/enquiry and confirmation letters
- Excellent service through customer care

#### **Cash and Teller - Bank PHB/Keystone Bank - 2010-2015**

- Posting of cash paid and received from customers
- Handling of money gram and western union money transfer
- Posting of in-house and clearing cheque received from customers
- Cash analysis and daily balancing of cash register
- Collections and posting of utility bills, DSTV
- Collections and posting of federal road safety payments on FRSC platform
- Collections and posting of school fees collections on E-transact platform
- Collections and selling of scratch cards for Nigeria teachers institute (NTI)

Bank PHB	Sec. to Regional Dir./Branch Sec.	2008-2010
Tamief Int'l Nig Ltd	Special Assist to M.D.	1998-2003
OOA Bamigbetan & Co.	Secretary to M.D.	1993-1994

**D. Professional Bodies:**

- Fellow Member, National Institute of Office Administrators and Information Managers (FNIOAIM), 2022
- The Institute of Secretaries Nigeria (ISN) Member, 1994

**E. Training/Workshop & Certificates**

- Managing the Boss for Effective Workshop Relationship - March 2023
- Information Technology for Office Administration in the New Era - December 2022
- Effective Team Building in the Workplace September 2022
- Leadership Training for Committee members of newly registered Cooperative Organization in Ogun State
- Upholding Academic Norms in a Specialized Institute: The Roles of Teaching and Non-Teaching Staff - February 2021
- Revitalizing Technical Education in Meeting Post Covid-19 Technological Challenges, Transformation and Industrial Development of Nigeria - February 2021
- General Administration Organization Structure in Tertiary Educational Institute - September 2019

**Certifications**

- Personal Effectiveness, Time Management and Organizational Skills. March 2010 (The Edcomm Group & Bankers Academy)
- Customer Service - March 2010 (The Edcomm Group & Bankers Academy)
- Emotional Intelligence - March 2010 (The Edcomm Group & Bankers Academy)
- Effective Business Writing - March 2010 (The Edcomm Group & Bankers Academy)
- Telephone Etiquette March 2010 (The Edcomm Group & Bankers Academy)
- Comprehensive Banking Operation Nov. 2010 (The Edcomm Group & Bankers Academy)

**Software Operated Professionally:**

- Microsoft Word
- Microsoft Excel
- Internet Explorer

**Language Ability**

English/Yoruba language

**Interests/Hobbies:**

Meeting people, reading and listening to gospel music.

**F. Referees:**

**1. Pastor Cosmos Daramola**

Pastor-in-charge of Province  
The Redeemed Christian Church of God  
Lagos Province 45  
78/80, Falolu Road, Surulere, Lagos

**2. Pastor (Mrs.) Esther Ojo**

Wife of AGO Retired  
The Redeemed Christian Church of God  
Redemption Camp, Km 46  
Lagos Ibadan Express Way  
Ogun State

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**Signature**

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**Date**

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### **The University Compliance Certification**

This is to certify that this thesis by **Esther Olubusayo ODELOLA** with Matric Number LCU/PG/003161 in the Department of Information Management, Faculty of Communication and Information Sciences, Lead City University, Ibadan, Oyo State, Nigeria is in FULL compliance with the approved University Format and Style.

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**Signature**

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**Date**

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