

## **Work-Family Balance, and Job Satisfaction of Female Office Information Managers in Private Universities in Oyo State, Nigeria**

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The study aimed at investigating the relationship between work-family life balance and job satisfaction among female office information managers. Work-family balance has emerged as a critical issue in today's workforce, as employees strive to achieve harmony between their work responsibilities and personal lives. Office information managers largely believed to be women plays a vital role in supporting the functioning of organizations, and understanding their work-family balance and job satisfaction is crucial for both their well-being and organizational productivity. The reviewed literatures has found a strong correlation between work-family balance and job satisfaction among office information managers. A positive work-family balance was associated with higher levels of job satisfaction. However, it was revealed that women struggle with work and family life balance than the male counterpart. This study is an ongoing study aimed at buttressing or disapproving previous studies with respect to female work family life balance and Job satisfaction.

**Keywords:** Work Life Balance, Employee Satisfaction, Office Information Managers, work family life balance

### **Introduction**

Globally, human capital continues to be a valuable resource that is crucial to the achievement of objectives, the survival, and the expansion of organizations. People's performance is a crucial criterion for organizational results and success and is a major determinant of whether an organization's objectives are met. Owners and managers of organizations and businesses are therefore on the lookout

for workers who can do the job well since the performance of the workforce is what drives the efficient and effective use of other resources used to achieve organizational success and corporate objectives<sup>1</sup>.

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

However, the individual's appraisal of his or her well-being, health, relationships with friends and lovers, and self-satisfaction with regard to job is referred to as life satisfaction, which is a cognitive component of subjective well-being. In addition to being a psychological aspect of daily life that cannot be seen, quantified, or measured, satisfaction is a genuine emotion that involves satisfaction with one's past, future, and other important perspectives of one's existence. But it makes sense as it manifests in the human mind. However, one of the subsets of life satisfaction is job satisfaction.

Job satisfaction is also the level of contentment employees feel with their job. It has been defined as a pleasant or happy emotional state brought on by an evaluation of one's employment or professional experiences. Others have described it as just a person's level satisfaction derived in his/her job and in the course of carrying out his/her professional duties in the place of work; whether a person likes their job or not is understandable<sup>2</sup>. However, there are factors that influences job satisfaction among which are work-family life balance.

The employee family and ability to cope and balance between his/her work and personal life is crucial, therefore it is expedient to understudy family life of office manager in relation to their job. It is assumed that a balance between work and family will trigger satisfaction with and in the job. The phrase "work-family balance" encompasses three ideas: "work," "family," and "balancing." When discussing work-family balance, "work" is defined as "paid work" or, more accurately, "a committed human activity aimed at meeting human needs and desires." It is more challenging to define a family nowadays since there are so many diverse ways people live that we can no longer speak about just one type of family. As a result, there have recently been an increasing number of queries about what constitutes a family, what it is not, who the members are, and whether there is only one definition of family or if there are others<sup>3</sup>.

Work family balance is a sub-set of work life balance that includes an individual's involvement in different life roles, an inter role phenomenon, in this case between the family and the job. Generally, work-family balance can be described as satisfactory inclusion or "adjustment" among multiple roles

in an individual. However, problems related to work-family balance affect everyone, regardless of gender, age, job, education, and the like<sup>4</sup>. Work family balance, defined as 'the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities. However, it is imperative to note further that the inter-relation between work and family has been interchangeably discussed in a few different keywords such as work-family conflict, work-family facilitation, work-family enrichment, and work-family interference, among others<sup>5</sup>.

More so, there are a total of six conceptualizations of work-life balance as a result of a thorough analysis of the definitions in the literature: a link between conflict and facilitation and perceived control across multiple roles; parity across multiple roles; satisfaction between multiple roles; the fulfillment of role salience between multiple roles. Thus, it can be inferred from the aforementioned conceptualizations of definitions of work-life balance that conflict arises when demands from the work and non-work spheres are incompatible with one another. Due to this, an imbalance between work and non-work activities is frequently referred to as work-family conflict or work-non-work conflict<sup>6</sup>.

Moreover, female office information managers duties has been widely accepted based on studies and experience globally as one of the profession largely dominated by women. Women are an integral part of the society. The importance of women's roles in society cannot be overstated. Women empowerment and the full participation of women in all aspects of society are not only a matter of human rights but also critical for achieving sustainable development, economic growth, and social progress. As societies continue to evolve, recognizing and valuing the diverse roles and contributions of women is essential for creating a more just and equitable world. The role of women cut across all spheres of life. Throughout history, women have often been assigned traditional roles within the family and home, such as caregiving, cooking, and child-rearing. Economically, over time, women's roles in the workforce have expanded. Women have become an integral part of the labor force, contributing to various sectors, including business, healthcare, technology, education, and more. In leadership and Political settings, women's participation in leadership and politics has grown, although there is still progress to be made in achieving gender parity in these areas. Women have served as heads of state, government officials, CEOs of companies, and leaders of international organizations, contributing their perspectives to decision-making processes.

Looking at the loads of responsibilities hinged upon women as an integral and inevitable part of organizational successes whose happiness and job satisfaction should be a concern for management of organizations and employers of labour, there is need to find out factors that make do for women, specifically female office information managers job satisfaction in universities settings. Moreso, literatures has found that women find it difficult to attain work and family-life balance compared with men. It is therefore against these backdrops this study sets out to understand the factors that affect office information managers work family balance and job satisfaction

### **Research Question**

1. What is the level of job satisfaction of female office managers in private universities in Oyo State?
2. What are the dimensions of work-family balance of office information managers in private universities in Oyo State?

### **Null Hypothesis**

1. There will be no significant influence of work-family balance on job satisfaction of female office information managers in private universities in Oyo State.

### **Literature Review**

High job satisfaction is often associated with increased motivation, engagement, productivity, and overall well-being. Employees who are satisfied with their jobs are more likely to perform well, stay committed to the organization, and experience lower levels of stress and burnout. Conversely, low job satisfaction can lead to reduced performance, absenteeism, turnover, and negative effects on mental and physical health. It's important to note that job satisfaction is subjective and can vary significantly from person to person. What one individual finds satisfying in their job may differ from another person's preferences and priorities. Therefore, organizations often strive to create a positive work environment that addresses a wide range of factors to enhance overall job satisfaction among their employees. Job satisfaction refers to an individual's overall contentment, fulfillment, and positive emotional state in relation to their work or job. It reflects the extent to which a person's expectations, needs, and desires are met within their work environment. Job satisfaction is a complex and multifaceted concept that encompasses various factors.

The physical, social, and psychological aspects of the workplace, including the quality of facilities, interpersonal relationships, and organizational culture. Moreover, the nature of the tasks and responsibilities assigned to the individual, including the level of challenge, variety, and autonomy.

The degree to which employees feel acknowledged and appreciated for their efforts and contributions, both in terms of financial compensation and non-monetary rewards. Opportunities for growth, advancement, and skill enhancement within the organization. The ability to maintain a healthy balance between work responsibilities and personal life. The quality of leadership, communication, and support from supervisors and managers<sup>8</sup>. The perceived stability and continuity of employment within the organization. The extent to which an individual's personal values and beliefs align with the organization's mission and values and so on constitutes factors that can trigger job satisfaction.

Work-family balance, a sub-set of work-life balance, refers to the equilibrium an individual seeks between their professional responsibilities (work) and their personal and familial commitments (family and personal life). It involves effectively managing and allocating time, energy, and focus

between one's job or career and their personal life, which can include spending time with family, pursuing hobbies, taking care of one's health, and engaging in leisure activities<sup>9</sup>. Maintaining a healthy work-family balance is crucial for the well-being and overall quality of life of an individual. Striking the right balance helps prevent burnout, stress, and feelings of being overwhelmed, while also allowing individuals to excel in both their professional and personal spheres<sup>10</sup>.

### **Women and Work-Family Balance**

Women continue to bear a heavier burden when it comes to balancing work and family, despite progress in recent decades to bring about gender equality in the workplace<sup>11,12</sup>. Women are more likely than men to experience burnout, and the pandemic caused millions of women to leave the workforce<sup>13</sup>. An author asserted that while work-life balance can be challenging for anyone, women face unique obstacles due to societal pressures and expectations<sup>14</sup>. Gender norms contribute to greater expectations of women at home and impact their ability to take advantage of family-friendly policies at work<sup>15</sup>. Women need support in balancing work and family life, rather than having the management of the family exclusively reserved for them. Women are more likely than men to experience burnout, and the pandemic caused millions of women to leave the workforce. A notable study found that gender has significant effect on job satisfaction, male gender tends to be more satisfied with their work compare to female gender because they consider every work tedious and stressful<sup>16</sup>. Another study established women may face more challenges in balancing work and personal life due to societal expectations and gender roles<sup>17</sup>. It is believed that women have more family responsibility especially when it comes to taking care other the children, husband and the whole family. They have tendency of having a divided attention, commitment which can make them to loss balance in respect to their work and their family or even personal life.

From literatures, it is affirmed that women struggle with work and family life balance than men due to norms, societal beliefs, maternal responsibilities and so on.

### **Methodology**

This study is an ongoing study. It employs a descriptive method to find out the level satisfaction and work-family life balance of female office information managers in six private universities in Oyo State. The data would be analyzed using descriptively using simple frequency tables and the null hypothesis would be tested via regression analysis.

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