

**Work-Family Balance, Self-Concept and Job Satisfaction of Office Information  
Managers in Private Universities, Ibadan, Oyo State, Nigeria**

**Dorcas Ayantoro QUADRI  
LCU/PG/001990**

**Being a (PhD) Post-field Thesi Presented to the Department of Information  
Management, Faculty of Communication and Information Sciences, Lead City  
University, Ibadan, Nigeria**

**In Partial Fulfilment of the Requirements for the Award of Doctor of Philosophy  
Degree(PhD) in Office Information Management**

**2023**

*Do Not Copy, Lead City University, Nigeria*

### **Certification**

This is to certify that this thesis was carried out by **Dorcas Ayantoro QUADRI** with Matriculation Number **LCU/PG/001990** a student in the Department of Information Management under my supervision in the Faculty of Communication and Information Science, Lead City University, Ibadan, Nigeria

-----  
**Sophia V. Adeyeye PhD**  
**(Supervisor)**

-----  
**Date**

-----  
**Sophia V. Adeyeye PhD**  
**(Head of Department)**

-----  
**Date**

## **Dedication**

This project work is dedicated to the Almighty God

*Do Not Copy, Lead City University, Nigeria*

## Acknowledgement

My sincere gratitude goes to the management and staff of Lead City University, Ibadan for providing the needed support and a conducive learning environment during the course of my study and in conducting this research. A debt of gratitude I also owed to the management and staff of the libraries as well as librarians of southwest Universities during the course of data gathering and for providing necessary information.

Special thanks to my supervisor, Dr. Sophia V. Adeyeye for standing by me all through the course of this study despite her tight schedule as the Head, Department of Information management. Also appreciate the Dean, Faculty of Communication and Information Science, Prof. L. A. Abioye. I am also grateful to the Provost of the College of Postgraduate studies, Lead City University, Prof. A. Oredein and other staff of the Postgraduate College. Special thanks to all lecturers in the department of Information Management, Prof. E.A. Erwat, Dr. T.E. Adenekan, Dr. O. D. Bakare, Mr. P. B. Olusola, Dr. S.O. Tunmibi, (PG. Coordinator) , Dr. K.O. Lateef, Dr. F.B Oguntoye, Dr. O. O. Ajibare, Mrs. K.O. Popoola, Mrs. O.A. Ologbosere, Mr. I. A. Adeniran, Mr. M. E. Ogunwumiju, Mrs. R. O. Akinpelu, . V. O. Ahamze, and Mr. A. A. Adeyemi, I'm very grateful.

My profound gratitude goes to my husband, Mr. Olusegun Temitope Quadri and my family members and all staff of Lead City University Library for all the support I received from everyone during the course of my study.

Even though the above-mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the errors, if any is found in the work.

## Abstract

This study explores the intricate relationship between work-family balance, self-concept, and job satisfaction among office information managers. The descriptive survey research design was adopted for the study with questionnaire for data collection. The study population is made up of One hundred and Thirty office information managers in six private universities in Ibadan, Oyo State. The data collected was analysed using both descriptive and inferential statistics.

The study found high level job satisfaction (Mean= 3.5), a very high level work-family balance (Mean=4.3), a moderate work and family life interference (Mean= 2.5 and 2.9) and a moderate perception of self (Mean 2.7). The test of hypotheses further revealed that work-family balance have positive significant influence on Job satisfaction (Adj.R<sup>2</sup>= 0.252 ,F(1,103)= 34.652, p=000) while self-concept does not(Adj.R<sup>2</sup>= 0.026, F(1,103)= 2.699, p=.103<sup>b</sup>). Of the five demographic factors only work hours moderate the influence of work-family balance on Job satisfaction with a t-value of 2.948 and a p-value of 0.004. In conclusion, this study sheds light on the multifaceted dynamics at play in the personal and work life of office information managers. While high job satisfaction and work-family balance are positive attributes, moderating factors like work hours can further enhance job satisfaction.

The study recommended universities should encourage self-awareness and self-development among office information managers by providing opportunities for personal and professional growth, mentorship programs, and self-confidence-building initiatives

**Keywords:** *Office information managers, Work-family balance, Work-life balance, self-concept, Secretaries*

**Word Count: 224**

## Table of Contents

<b>Content</b>	<b>Page</b>
Title Page	i
Certification	ii
Dedication	iii
Acknowledgement	iv
Abstract	v
Table of Contents	vi
List of Tables	x
List of Figures	xi
List of Acronyms	xii
<b>Chapter One: Introduction</b>	
1.1 Background to the Study	1
1.2 Statement of the Problem	18
1.3 Aim and Objectives of the Study	19
1.4 Research Questions	20
1.5 Hypotheses	21
1.6 Significance of the Study	21
1.7 Scope of the Study	23
1.8 Limitation of the Study	24
1.9 Operational Definition of the Terms	25
<b>Endnotes</b>	29
<b>Chapter Two: Literature Review</b>	
<b>2.1 Conceptual Review</b>	34
2.1.1. Concept of Job Satisfaction	34

2.1.2. Concept of Work-family Life Balance	42
2.1.3. The Concept of Self	51
2.1.4. Job Satisfaction and Demographic Factors	58
2.1.5. The Concept of Office managers/Secretary	65
<b>2.2 Theoretical Frameworks</b>	67
2.2.1. Frederick Herzberg Two Factor Theory (1968)	67
2.2.2. Work Life Balance Dimensions	72
2.2.3. Carl Rogers Theory of Self	75
2.2.4. Personal Self Model	76
2.2.5. Work-family border Theory	78
<b>2.3 Review of Empirical Studies</b>	80
2.3.1 Work-family life balance and Job satisfaction	80
2.3.2. Self and Job satisfaction	95
2.3.3. Work Family Balance, Concept of Self and Job Satisfaction	98
2.3.4. Demographic Factors and Job Satisfaction	99
2.3.5. Demographic Factors, work life Balance, Self-Concept and Job Satisfaction	101
<b>2.4 Conceptual Model</b>	103
<b>2.5 Summary of Literature Reviewed</b>	105
<b>Endnotes</b>	111
 <b>Chapter Three: Methodology</b>	
3.1 Research Design	126
3.2 Population of the Study	126
3.3 Sample Size and Sampling Technique	127

3.4	Description of the research Instrument	127
3.5	Validity of the Instrument	128
3.6	Reliability of the Instrument	128
3.7	Method of Data Collection	129
3.8	Method of Data Analysis	129
	<b>Endnotes</b>	131
<b>Chapter Four: Results and Discussion of Findings</b>		
4.1	Questionnaire Response Rate	132
4.2	Demographic Data Analysis of Respondents	133
4.3	Presentation of Research Questions	135
4.4	Presentation of Hypotheses	167
4.5	Discussion of Findings	191
	<b>Endnotes</b>	206
<b>Chapter Five: Conclusion</b>		
5.1	Summary of Findings	209
5.2	Conclusion	210
5.3	Recommendations	212
5.4	Contribution to Knowledge	214
5.5	Suggestion for Further Studies	216
	<b>Bibliography</b>	217

Appendix

Questionnaire 233

Bio-data 239

The University Compliance Certification

*Do Not Copy, Lead City University, Nigeria*

## List of Tables

Table	Title	Page
3.1	Population and population size	126
4.1	Response Rate	132
4.2	Demographic Distribution of Respondents	133
4.3	Level of Job Satisfaction of Office Managers in private Universities	135
4.4	Dimension of work-family balance of Office Managers	150
4.5	Self-concept of Office Managers in Private Universities	159
4.6a-c	Significant Influence of Work Family balance on Job Satisfaction	167
4.7a-c	Significant Influence of Self Concept on Job Satisfaction	169
4.8a-c	Significant Influence of W. F B. and Self-concept on Job Satisfaction	171
4.9a-c	Combined Influence of WFB, Self-concept and demographic factors on job satisfaction	173
4.10a-c	Effect of Gender and Work-Family Balance on the Job Satisfaction	176
4.11a-c	Effect of Marital Status and Work-family Balance on the Job Satisfaction	179
4.12a-c	Effect of Work Experience and Work-family Balance on the Job Satisfaction	182
4.13a-c	Effect of Work Hours and Work-family Balance on the Job satisfaction	185
4.14a-c	Effect of Level of Education and Work-family Balance on the Job satisfaction	188

## List of Figures

<b>Figure</b>	<b>Title</b>	<b>Page</b>
2.1.	Herzberg's Two factor theory of employee satisfaction	72
2.2.	Work Family Life Balance Dimension	74
2.3.	Carl, Rogers Theory of self.	76
2.4.	Work/family Border Theory	79
2.5.	Conceptual Model	103

Do Not Copy, Lead City University, Nigeria

## **List of Acronyms**

### **Abbreviation**

WPS

WLB

WLC

PLIW

WIPL

SWLB

IEW

JQI

JS

VAIA

MMA

ANOVA

### **Meaning**

Work Place Support

Work-Life Balance

Work-Life Conflict

Personal Life Interference with Work

Work Interference with Personal Life

Satisfaction with Work-Life Balance

Improved Effectiveness at Work

Job Quality Index

Job Satisfaction

Victor Attah International Airports

Murtala Muhammed Airport

Analysis of Variance

*Do Not Copy, Lead City University, Nigeria*