Work-Life Balance and Job Satisfaction of Office Managers in Public Polytechnics in Edo State, Nigeria

Oseni, Sudetu; Momodu, Mustapha Zekeri and Momoh, Hafsat
Department of Office Technology and Management
Auchi Polytechnic, Auchi
08058231607; 08059127143; 08115185876
osenisudetu@auchipoly.edu.ng

Abstract

Work-life 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 managers, who are largely believed to be women, play a vital role in supporting the functioning of organizations as well as understanding that work-life balance and job satisfaction is crucial for both their well-being and organizational productivity. This paper, therefore, examined the influence of work-life balance on job satisfaction of office managers in Public Polytechnics in Edo State. The study adopted a survey research method. The population consisted of 241 office managers from the two public polytechnics in Edo State. The stratified and simple random sampling techniques were used to select a sample size of 120 which represented 50% of the population. Data were collected using structured questionnaire. The data collected were analyzed using the percentage method and inferential statistics. The study found a very high job satisfaction level and a high-level work-life balance among respondents. The test of hypothesis showed that work-life balance has a significant influence on job satisfaction (Adj. R^2=0.244, P=0.05). However, gender does not moderate the influence of work-life balance on job satisfaction (P = 0.103). The study concluded that work-life balance is a good enhancement of job satisfaction which will in turn promote employee performance. It therefore recommended amongst others that institutions' policy makers should implement flexible work arrangements, supportive policies and programmes that promote work-life balance. Also, that regular workshops and training programmes should be initiated to help office managers to manage their work-life balance effectively.

Keywords: Work-Life Balance, Employee Job Satisfaction, Office Managers

Introduction

With the increasing demands of modern work environments, maintaining a balance between work and personal life has become a significant challenge for many employees. Work-life balance (WLB) refers to the ability of individuals to manage their work and personal life effectively without one aspect dominating the other. Achieving WLB is crucial for employees' overall well-being, job satisfaction and productivity (Parker & Gajendran, 2020).

Globally, human capital continues to be a valuable resource that is crucial to the achievement of objectives, the survival as well as the expansion of organizations. Employees' 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 (Adenekan & Jimoh, 2021).

Although, every succeeding government especially in developing countries, has implemented several policies to increase the job satisfaction of female office 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 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 quickly and easily. However, the individual's appraisal of his or her well-being, health, relationships with friends 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. This makes sense as it manifests in the minds of humans. 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 of 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 (Lu, Zhao, & While, 2019). However, a critical factor among other factors that influences job satisfaction is work-life balance. The employees' ability to cope and balance between their work and personal life is crucial. Therefore, it is expedient to understudy the personal lives of office managers in relation to their jobs. It is assumed that a balance between work and personal life will trigger satisfaction with and in the job. The phrase "work-life balance" encompasses three ideas: "work," "personal life," and "balancing." When discussing work-life 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 personal life nowadays since there are so many diverse ways people live that we can no longer speak about just one type of life. As a result, there have recently been an increasing number of queries about what constitutes one's personal life, what it is not, who the members of one's life are, and whether there is only one definition of it or if there are others (Žnidaršič, & Marič, 2021).

Work-life balance includes an individual's involvement in different life roles, an inter role phenomenon, in this case between the personal life and the job. Generally, work-life balance can be described as satisfactory inclusion or "adjustment" among multiple roles in an individual. However, problems related to work-life balance affect everyone, regardless of gender, age, job, education, and the like (Rahman, Ali, Jantan, Mansor, & Rahaman, 2020). Work-life balance is 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-relationship between work and personal life has been interchangeably discussed in a few different keywords such as work-life conflict, work-life facilitation, work-life enrichment, and work-life interference, among others (Badri, & Panatik, 2020). 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-life conflict or work-non-work conflict (Kaur, & Randhawa, 2017).

Office managers' duties have been widely accepted based on studies and experience globally as one of the professions largely dominated by women. Women are an integral part of the society. The importance of women's roles in society cannot be under-evaluated. 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 societal 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 care-giving, cooking and child-rearing. Economically, over time, women's roles in the workforce have expanded. Women have become an integral part of the labour 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 managers' job satisfaction in Polytechnics settings. In this regard, various literatures have found that women find it difficult to attain work-life balance compared with men. It is therefore against this background that this study sets out to understand the factors that affect office manager's work-life balance and job satisfaction.

Literature Review

The concept of Work-Life Balance (WLB) has evolved over time. In the past, work and personal life were often separated, with clear boundaries between the two. However, with the advent of technology and changes in work arrangements, the boundaries between work and personal life have become increasingly blurred (Allen & Armstrong, 2019).

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 is important to note that job satisfaction is subjective and can vary significantly from one person to another person. What one individual find satisfying in his/her 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 his/her 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. These factors include the physical, social, and psychological aspects of the workplace, including the quality of facilities, interpersonal relationships, and organizational culture. It also includes the nature of the tasks and responsibilities assigned to the individual, including the level of challenge, variety, and autonomy (Sobaih, Hasanein, 2020).

The degree to which employees feel acknowledged and appreciated for their efforts and contributions, both in terms of financial compensation and non-monetary rewards also constitutes job satisfaction. Opportunities for growth, advancement, and skill enhancement within the organization can also be regarded as aspects of job satisfaction. According to Mehrad, (2020), the ability to maintain a healthy balance between work responsibilities and personal life; the quality of leadership, communication, and support from supervisors and managers; the perceived stability and continuity of employment within the organization etc. all

foster a healthy work relationship. 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-life balance refers to the equilibrium an individual seeks between their professional responsibilities (work) and their personal commitments (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 (Qiu, & Dauth, 2022). Maintaining a healthy work-life 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 (Matias, & Recharte, 2021).

Women and Work-Life Balance

Women continue to bear a heavier burden when it comes to balancing work and personal life, despite progress in recent decades to bring about gender equality in the workplace (Parker & Gajendran, 2020). Women are more likely than men to experience burnout, and the pandemic caused millions of women to leave the workforce (Plescia, 2023). It was asserted that while work-life balance can be challenging for anyone, women face unique obstacles due to societal pressures and expectations (Deshmukh, 2018). Gender norms contribute to greater expectations of women at home and impact their ability to take advantage of family-friendly policies at work. Women need support in balancing work and personal life. 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 (Bello, & Nasiru, 2021). Another study established women may face more challenges in balancing work and personal life due to societal expectations and gender roles (Bello, & Nasiru, 2021). It is believed that women have more family responsibility especially when it comes to taking care of their 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 personal life. From literatures, it is affirmed that women struggle with work and personal life balance than men due to norms, societal beliefs, maternal responsibilities and so on.

Aim and Objectives

The aim of the study is to examine the influence of work-life balance on job satisfaction of office managers in Public Polytechnics in Edo State. Specifically, the study will:

1. Examine the level of job satisfaction of office managers in Public Polytechnics in Edo State.
2. Ascertain the dimensions of work-life balance of office managers in Public Polytechnics in Edo State.

Research Questions

The following questions are raised to guide the study:

1. What is the level of job satisfaction of office managers in Public Polytechnics in Edo State?
2. What are the dimensions of work-life balance of office managers in Public Polytechnics in Edo State?

Hypothesis

1. There is no significant influence of work-life balance on job satisfaction of office managers in Public Polytechnics in Edo State.

2. Gender does not moderate the influence of work-life balance on job satisfaction of office managers in Public Polytechnics in Edo State.

Methodology

The design used for this research was a descriptive study based on survey research method. Survey research is often used to assess thoughts, opinions and feelings. It consists of predetermined set of questions that is given to a sample which is a representative of the larger population (Agbongiasede, 2018). The descriptive survey design was chosen because of its acknowledged strength in fact finding.

The population of the study was 241 (two hundred and forty-one) office managers of the public polytechnics in Edo State which are Auchi Polytechnic, Auchi and Edo State Polytechnic, Usen. The stratified and simple random sampling techniques were used to select a sample size of 120 (one hundred and twenty) office managers, representing 50% of the population. The population and sample are represented in the Table 1 below:

Table 1: Population and sample size of office managers in public polytechnics in Edo State

S/No.	Institution	Population	Sample
1.	Auchi Polytechnic, Auchi	190	95
2.	Edo State Polytechnic, Usen	51	25
	Grand Total	**241**	**120**

Source: Personnel Division of the two Polytechnics.

The instrument for data collection was the questionnaire titled "Survey of Levels of Job Satisfaction of Office Managers (SLJSOM)" and it was divided into two sections – A and B. Section A sought a background information of the respondents such as Sex, Marital Status and Working Experience; while Section B was made up of 12 items designed to elicit responses on the levels of job satisfaction and the dimensions of work-life balance. The items in Section B of the instrument were raised on a four-point scale response items as follows:
SA – Strongly agree; **A** - Agree; **D** - Disagree; **SD** – Strongly disagree

Face validity was used for the study. The validity of the instrument was ascertained after the instrument has been subjected to scrutiny by two experts from the Department of Office Technology and Management, Auchi Polytechnic, Auchi, Edo State. After they critically examined it checking for appropriateness of the content, they gave their comments as to the validity of the instrument. Based on their suggestions and corrections, final copy of the instrument was drawn.

The researchers used pilot study procedure to determine the reliability of the instrument. Federal Polytechnic, Idah, Kogi State was used to conduct the study. The researchers administered 20 copies of the questionnaire on the office managers of Federal Polytechnic, Idah, Kogi State. Data obtained were subjected to Cronbach's alpha reliability test to establish internal consistency of the items. A reliability coefficient of .50 and above was used to determine the reliability of the instrument. The copies of questionnaire were administered by the researchers. Copies of the questionnaire were administered to the office managers of the two polytechnics and were retrieved same day. The whole exercise was done within two weeks. Percentage and mean method were used to answer the research questions.

Data Analysis

Table 2: Gender Analysis of Respondents

S/No.	Gender	Respondents	Percentage (%)
1.	Male	24	20
2.	Female	96	80
	Total	**120**	**100**

Table 3: Marital Status Analysis of Respondents

S/No.	Marital Status	Respondents	Percentage (%)
1.	Single	31	26
2.	Married	89	74
	Total	**120**	**100**

Table 4: Working Experience Analysis of Respondents

S/No.	Years Range	Respondents	Percentage (%)
1.	0 – 10	20	17
2.	11 – 20	46	38
3.	21 – 30	30	25
4.	Above 30	24	20
	Total	**120**	**100**

Tabular Analysis of Responses to Research Question One

Table 5: Level of Job Satisfaction of Office Managers in Public Polytechnics in Edo State.

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

Items	Statement	Variables	Responses	Percentage (%)
1.	I am satisfied with the organization policy because it is fair. My office is well equipped with ideal equipment	SA	31	26
		A	60	50
		D	16	13
		SD	13	11
	Total		**120**	**100**
2.	I am satisfied with my supervisor's style of supervision as I trust my supervisor because he allows feedback	SA	98	82
		A	22	18
		D	-	
		SD	-	
	Total		**120**	**100**
3.	My salary is satisfactory compared to other organizations because aside the salary, there are other benefits	SA	50	42
		A	43	36
		D	15	12
		SD	12	10
	Total		**120**	**100**
4.	I am satisfied with the security in my job as well as the opportunity to grow and develop	SA	100	83
		A	20	17
		D	-	-
		SD	-	-
	Total		**120**	**100**

Tabular Analysis of Responses to Research Question Two
Table 6: Dimension of Work-Life Balance of Office Managers
Keys: SA= Strongly Agree; A = Agree, D= Disagree; SD= Strongly Disagree

Items	Statement	Variables	Responses	Percentage (%)
1.	I am often preoccupied with home related thoughts during work hours; hence I am often distracted by personal/family worries while at work	SA A D SD	30 30 46 14	25 25 38 12
Total			**120**	**100**
2.	My job requires me to work after hours to Complete my routine tasks, hence I am often preoccupied with office tasks even after I get home, as I come home too late to look after family roles	SA A D SD	- 79 41 -	- 66 34 -
Total			**120**	**100**
3.	I am satisfied with my ability to meet the needs of my job with those of my personal life because I am successful in managing my home and work demands	SA A D SD	35 24 35 26	29 20 29 22
Total			**120**	**100**
4.	I am satisfied with how I manage my job and my personal life	SA A D SD	12 24 60 24	10 20 50 20
	Total		**120**	**100**

Results

This section deals with the results obtained from the analysis of data. 120 questionnaires were issued out to the various respondents in their schools and they were all retrieved representing a 100% retrieval rate.

The following results emerged from the demographic data:

- That females are more among the population study.
- That there are more married respondents among the population study.
- That the respondents that have worked between the ranges of 11 – 20 years are more among the population study

The following are the results from the responses to the research questions:

1. That the level of job satisfaction of office managers in public polytechnics in Edo State is very high as the majority of the office managers are satisfied with the institutions' policies as well as their salaries.
2. That the dimensions of work-life balance of the office managers vary as some of them find it difficult balancing their work and family life while others can cope favorably with their work and family life.

Results indicated that respondents tend to have a moderately negative view of being preoccupied with home-related thoughts during work hours. A significant majority indicated that they are often distracted by personal/family worries while at work. This suggests that the majority of respondents face challenges in maintaining full concentration at work due to personal or family concerns. Also, the results also indicated that some of the respondents have a negative view of being distracted by personal or family worries while at work. From the analysis, it can also be seen that the respondents have a negative view of the impact of work demands on their marital relationships due to a lack of understanding from their spouses.

Also, most of the respondents agreed that their job requires them to work after hours to complete routine tasks. This suggests that a significant portion of respondents find it necessary to extend their working hours to manage their workload. This indicates that the respondents

tend to have a moderately negative view of the requirement to work after hours to complete routine tasks. There is an overall moderately negative perspective on work interference with personal life as most respondents generally indicated challenges in balancing work demands and personal life responsibilities, with concerns about working after hours and feeling preoccupied with work even at home.

Respondents are satisfied with their ability to balance the needs of their job with those of their personal life. This is because they feel content with their work-life balance, though some respondents are not satisfied. They are successful in managing their home and work demands. This indicates that most respondents feel capable of effectively balancing their responsibilities. Respondents generally expressed contentment with their ability to balance the demands of their job and personal life, manage their responsibilities effectively, and allocate their time satisfactorily. In summary, respondents express strong satisfaction with their work-life balance, with a highly positive sentiment in terms of their ability to balance responsibilities, manage demands, and divide their time effectively. The overall sentiment regarding work-life balance is highly positive, with strong agreement among respondents on their contentment in this area.

Table 7: Significant Influence of Work-life balance on Job Satisfaction of Office Managers in Public Polytechnics in Edo State

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.502[a]	.252	.244	.37081

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

From the results in Table above, work-life balance has a significant relationship on the Job satisfaction of Office Managers in Public Polytechnics in Edo State ($R = 0.502^a$, $p<0.05$). The coefficient of determination (Adj. R^2) of 0.244 also shows that work-family balance explains 24.4% of the Job satisfaction of Office Manager in Public Polytechnics in Edo State.

Table 8: Effects of Gender and Work-life balance on the Job satisfaction of office managers in Public Polytechnics in Edo State

Coefficients[a]

Model		Un standardized Coefficients		Standardizd Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.966	.950		1.017	.311
	Work-life balance	.897	.281	1.018	3.195	.002
	Gender	.808	.549	.936	1.472	.144
	Work-life balance x Gender	-.264	.161	-1.212	-1.643	.103

a. Dependent Variable: Job satisfaction

Interaction Effects

The coefficient for "Work life balance x gender" is -0.264. This is the coefficient for the interaction term "Work life balance x gender," also referred to as "Work life balance x gender." A coefficient for an interaction term measures how the relationship between two variables (in this case, "Work life balance" and "gender") changes depending on the value of another variable ("Work life balance x gender").

In this context, a negative coefficient (-0.264) suggests that the relationship between "Work life balance" and "Job satisfaction" becomes more negative (decreases) when "Work life balance x gender" increases. A positive coefficient would suggest that the relationship becomes more positive when "Work life balance x gender" increases. The standardized coefficient (Beta) for the interaction effect is -1.212. The t-value is -1.643, and the p-value (Sig.) is 0.103. The p-value is greater than 0.05, indicating that the interaction effect is not statistically significant at the conventional significance level of 0.05. In this context, the interaction effect between "Work life balance," "gender," and "work life balance x gender" suggests that the relationship between work-life balance and job satisfaction depends on the value of the work life balance x gender variable. However, since the p-value for the interaction effect is not statistically significant ($p = 0.103$), it suggests that there is not enough evidence to conclude that the interaction has a significant impact on job satisfaction.

Discussion of Findings

Findings obtained from the analysis of the research questions and hypotheses are discussed as follows:

The findings found a high-level job satisfaction. Job satisfaction was measured by the hygiene factor based on the Herzberg's two factor theory of employee satisfaction which are made up of both hygiene and motivation factors. The hygiene factors consist of Working Conditions, Co-workers Relationships, Organizational Policies, Supervisor's Quality and Salary. This is supported by studies where Hygiene factors like working environment, interpersonal relationships, and personal life directly affect job satisfaction of workers (Marsudi, Ahadiat, & Jimad, 2022; Kang, & Chang, 2020 and Suryani, Wahyulina, & Hidayati, 2020). The implication is that the job satisfaction has the tendency of enhancing employee performance. However, regarding the work life balance dimensions, it was revealed that Personal Life Interference with Work (PLIW) is low while that of Work Interference with Personal Life is moderate. Satisfaction with work life balance, the implication of this finding is that a minimal but significant interference between work and personal life found, have a negative influence on either the job or the personal life creating a sort of imbalances (Boamah, Hamadi, Havaei, Smith, & Webb, 2022). Moreover, the findings shows that work-life balance has strong positive influence on job satisfaction of office managers in public polytechnics in Edo State thereby rejecting the null hypothesis formulated. The findings indicate that, the more an employee is able to balance work and personal life, the more satisfied he/she would be with his/her job. This finding agrees with a comparative study on Work Life Balance and Job Satisfaction of Employees in Murtala Muhammed (MMA) and Victor Attah International Airports (VAIA) in Nigeria, the study tries to compare the effect of work life balance and job satisfaction of both airport authorities, it was found that employees in VAIA are satisfied with their jobs, while their counterparts in MMA are not satisfied with their jobs. The reason for this is that there is a heavy workload, lack of payment for overtime jobs, lack of provision for staff welfare packages, lack of training, difficulties of commuting to work (Akinlade, & Nwaodike, 2021).

It was also found that gender does not have significant moderating effect on the influence of work-life balance on job satisfaction thereby accepting the null hypothesis which states that gender has significant influence on job satisfaction and work-life balance. This was

however negated by studies on Gender Differences in the Relationship between Work–Life Balance, which found that for women, the relationships between career opportunities and work–life balance and between career opportunities and the perception of general health have significantly lower values compared to results from the group of men, while the perception of work–life balance affects well-being more significantly when compared to the male (Gender and the Economy, 2023). According to a survey published by Statistics Canada in 2016, it was observed that women continue to engage in unpaid household labour at a rate that is 50% higher than that of males. Additionally, the report highlighted that woman expressed lower levels of satisfaction with regards to achieving a harmonious equilibrium between their professional and personal lives. Existing research indicates that gender norms have a significant role in not only heightening societal demands placed on women inside domestic settings but also influencing their capacity to fully benefit from workplace regulations that promote a family-friendly environment (Pace, & Sciotto, 2021).

Conclusion

The study found a very high satisfaction of office managers with their job. All the measures were found to be very high among office managers. Also, the study found the duo of Work Interference with Personal Life (WIPL) and Personal Life Interference with Work (PLIW) was at moderate level. This means that there is interference between work and personal life although at a moderate level. The first hypothesis test found that there was a positive significant influence of work-life balance on job satisfaction among office managers. This, therefore call for the rejection of the null hypothesis that work life balance will not have significant influence on job satisfaction. Gender on the other hand, did not have any moderating impact on the influence of work-life balance on job satisfaction. Therefore, the second null hypothesis was accepted.

Conclusively, this study provides valuable insights into the multifaceted nature of job satisfaction among office managers, highlighting the critical role of work-life balance. Management of polytechnics, employers and policy-makers should take these findings into account when formulating policies and practices to enhance the well-being and job satisfaction of office managers and, by extension, the overall effectiveness of their various institutions/organizations.

Recommendations

Based on the findings and conclusion of this work, the following recommendations were made:

1. Management of Public Polytechnics in Edo State should regularly assess the job satisfaction levels of office managers through surveys or feedback mechanisms. This will enable them to identify areas for improvement and tailor policies and initiatives to enhance job satisfaction among this professional group.
2. Management of polytechnics should recognize the importance of work-life balance among office managers. They should implement flexible work arrangements, supportive policies, and programmes that promote work-life balance.
3. Regular workshops and training programmes should be initiated by management to help office managers manage their work-life balance effectively.

References

Adenekan, T. E., & Jimoh, T. A. (2021). technological innovation, digital competence and job performance of secretaries in public tertiary institutions in ogun state, Nigeria. *International journal of innovative science and research technology*, *5*(12), 5-12.

Agbongiasede, A. E. (2018). Self-employment: An option for professional secretaries in Nigeria. *Journal of Contemporary Business Education Research*, 1(1), 25-30.

Akinlade, O. C., & Nwaodike, C. A. (2021). Work life balance and job satisfaction of employees in Murtala Muhammed and Victor Attah International Airports in Nigeria. *KIU Journal of Social Sciences*, *7*(2), 111-120.

Allen, T. D. & Armstrong, J. (2019). Work motivation, work satisfaction and employees' well-being. *Journal of Workplace Behavioural Health*, *35*(2), 147 – 162.

Badri, S. K. Z., & Panatik, S. A. (2020). The roles of job autonomy and self-efficacy to improve academics' work-life balance. *Asian Academy of Management Journal*, *25*(2).

Bello, S., & Nasiru, M. (2021). Demographic factors and its influence on job satisfaction in Adamawa State University, Mubi. *International Journal of Research and Review*, *8*(5), 167-176.

Boamah, S. A., Hamadi, H. Y., Havaei, F., Smith, H., & Webb, F. (2022). Striking a balance between work and play: The effects of work–life interference and burnout on faculty turnover intentions and career satisfaction. *International journal of environmental research and public health*, *19*(2), 809.

Deshmukh, K. (2018). Work-life balance study focused on working women. *International Journal of Engineering Technologies and Management Research*, *5*(5), 134-145.

Gender and the economy. Available at: https://www.gendereconomy.org/work-life-balance/. Retrieved on 23/10/2023.

Kang, c., & Chang, L. (2020). Investigating the Factors Affecting Disabled Worker's Job Satisfaction: Emphasis on Hygiene Factors and Regional Factors. *Journal of Digital Convergence*, 18, 1-11.

Kaur, J., & Randhawa, D. S. (2017). Work-life balance: It's relationship with stress, mental health, life and job satisfaction among employees of private sector banks of Chandigarh and adjoining areas (Mohali and Panchkula). *Scholarly Research Scholarly Research Journal for Interdisciplinary Studies*, *4*(37), 10-21922.

Lu, H., Zhao, Y., & While, A. (2019). Job satisfaction among hospital nurses: A literature review. *International journal of nursing studies*, *94*, 21-31.

Marsudi, D., Ahadiat, A., & Jimad, H. (2022). Analysis of the Effect of Motivation Factors and Hygiene Factors on Employee Performance with Job Satisfaction as a Mediation Factor:(Study on Employees PT. Bank Rakyat Indonesia (Persero) Tbk. Bandar Lampung Regional Office). *International Journal of Business, Management and Economics*, *3*(4), 401-418.

Matias, M., & Recharte, J. (2021). Links between work–family conflict, enrichment, and adolescent well-being: Parents' and children's perspectives. *Family Relations*, *70*(3), 840-858.

Mehrad, A. (2020). Evaluation of academic staff job satisfaction at Malaysian universities in the context of Herzberg's Motivation-Hygiene Theory. *Journal of Social Science Research*, *15*(1), 157-166.

Pace, F., & Sciotto, G. (2021). Gender differences in the relationship between work–life balance, career opportunities and general health perception. *Sustainability*, *14*(1), 357.

Parker, S. K. & Gajendran, R. S. (2020). Work conditions and affective organizational commitment. *International Journal of Human Resource Management*, *31*(1),

147 – 166.

Plescia, M. (2023). 'I'll ask my wife about this': The silly things women's health entrepreneurs hear from male VCs. *MedCity News*, NA-NA.

Qiu, F., & Dauth, T. (2022). Virtual work intensity, job satisfaction, and the mediating role of work-family balance: A study of employees in Germany and China. *German Journal of Human Resource Management*, *36*(1), 77-111.

Rahman, M. M., Ali, N. A., Jantan, A. H., Mansor, Z. D., & Rahaman, M. S. (2020). Work to family, family to work conflicts and work family balance as predictors of job satisfaction of Malaysian academic community. *Journal of Enterprising Communities: People and Places in the Global Economy*, *14*(4), 621-642.

Sobaih, A. E. E., & Hasanein, A. M. (2020). Herzberg's theory of motivation and job satisfaction: Does it work for hotel industry in developing countries. *Journal of Human Resources in Hospitality & Tourism*, *19*(3), 319-343.

Suryani, E., Wahyulina, S., & Hidayati, S. (2020). Analisis dan Identifikasi Hygiene Factors dan Pengaruhnya terhadap Kepuasan Kerja pada Mitra Kerja PT. PLN UIP Nusa Tenggara., 6, 78-86.

Žnidaršič, J., & Marič, M. (2021). Relationships between work-family balance, job satisfaction, life satisfaction and work engagement among higher education lecturers. *Organizacija*, *54*(3), 227-237.