



INFLUENCE OF WORK-LIFE INTERFACE AND EMPLOYEE CONTENTEDNESS ON JOB FRUITION AMONG OYO STATE CIVIL SERVANTS

BY

(1). Ojo Adeshina Akinwumi (PhD)

Department of Psychology,

Lead City University, Ibadan, Oyo State, Nigeria.

(2).Adepoju Sandra Adeola

Department of Psychology, Lead City University, Ibadan, Oyo State, Nigeria

ABSTRACT

The study investigated the influence of work-life interface and employee contentedness on job fruition among Oyo state civil servants. Civil service, which is a stronghold of the governmental activities are essential for the country and its economy. Therefore, the issue is significantly important for civil service and the government as a whole. For these reasons, one of the fundamental groups is selected for this study on measuring job fruition (civil servants)

The study adopted survey research design through cross-sectional method. Data was gathered using standardized scales of measurement regarding the variables of the study. Frequency distribution showed that more of the respondents 163 (56.2%) were females, while the other 127 (43.8%) were males. Generated hypotheses were tested using t-test for independent samples and multiple regression analysis.

Findings revealed that work-life interface had significant influence on job fruition among Oyo state civil servants [$t(288) = 3.34; P < .05$]. Further, civil servants with high level of work-life interface balance reported higher on job fruition (Mean = 121.86; SD = 14.13) compared to those with low level of work-life interface balance. Also, employee contentment had significant influence on job fruition among Oyo state civil servants [$t(288) = 3.22; P < .05$]. In addition, when combined, work-life interface and employee contentment accounted about 14% variance in job fruition among Oyo state civil servants. Also, Work-life interface ($\beta = .35$;



$t = 6.29$; $P < .01$) and employee contentment ($\beta = .13$; $t = 2.36$; $P < .05$) had significant independent influence on job fruition.

Based on the findings, it was concluded that work-life interface and employee contentment were significant determinants of job fruition. It was therefore recommended that the civil service commission should work out plans that places premium value to the personal lives of employees. This could be done by ensuring that employees have flexible work schedule. Also, intermittent review of workload can be carried out by the civil service commission. This will help maintain high level of job fruition for civil servants.

INTRODUCTION

Job fruition refers to the extent to which an employee is satisfied with their job. In other words, it refers to the extent to which an employee finds their work to be pleasurable. While there exists paucity of research works on job fruition, another term used in place of job fruition in this study is job satisfaction.

Job satisfaction is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences"ⁱ. Job satisfaction is also as a set of favorable or unfavorable feelings and emotions which employees view with their workⁱⁱ.

Work is one of the most important aspects in people's lives in today's highly competitive corporate environment. Since people spend about most of their waking hours at work, employee job satisfaction gains more importance in their working lives. Therefore, job satisfaction plays a vital role for efficient working environment. In accordance with that, influencing factors of job satisfaction are essential for improving the well-being of a large part of our societyⁱⁱⁱ. Therefore, job satisfaction, as an important academic concept, has been popular in wide range of fields such as social psychology.

Job satisfaction is a significant issue in running of institutions and one of the main indicators of how healthy an organization is^{iv}. Thus, organizations attach great importance to the job satisfaction issue. Satisfaction levels of employees are important for organizations, since satisfied workers contribute to effectiveness and long-term success of the organizations. The effectiveness and productivity of an organization depends on its staff and "a happy



worker is an effective one". It is not possible for development of an organization without considering exploiting of the staff's capabilities and improving their working conditions. Organizations consisting of highly satisfied worker are most probably more successful than other organizations^v. For this kind of organizations, it is not difficult to get workers having desired qualifications.

There are various factors that can contribute to job fruition/satisfaction among civil servants. However, this study focused on the role of Work-life interface and employee contentedness in job fruition/satisfaction among civil servants in Oyo state.

The equilibrium achieved between work and family responsibility is referred to as Work-life interface. Work-life interface can also be defined as the balance maintained between personal life and work life that leads to a level of satisfaction for an individual^{vi}. When an individual successfully fulfils the obligations from work as well as that of personal life, it causes a kind of satisfaction and gives a sense of fulfilment and not lagging behind.

Work-life interface is referred to as been able to balance the resources expended on work and family life separately without interference^{vii}. For instance, been able to perform all activities related to work at work, and been able to face personal life after official working hour. It was also reported that having a balance between work and personal life often times is subjective to the employee and can be managed if interested in managing it^{viii}. For instance, some employees might prefer to work more when it attracts higher pay. However, it was also reported that some employees prefers to have a balanced work-life than to have higher pay.

Work-life interface can also be conceptualized as perceived success in achieving low level of conflict that might arise between work and personal life as a result of one domain taking much time than the other^{ix}.

The importance of Work-life interface cannot be over emphasized. Work-life interface does not only have an impact on the individual, but also profits the organization and the society at large^x. It is believed that an employee is a member of a family which also forms an integral part of a society. When an employee is unable to balance work-life, it tells on the



family and the society. In fact, there is tendency that unable to balance work-life might backfire against the organization^{xi}.

Another variable that could contribute to job fruition/satisfaction is employee contentedness. Job contentment can be considered as a key issue in a healthy working environment which can indirectly, enhance dedication, loyalty, devotion and increase motivation and productivity. Undivided commitment by an individual could be due to the reason that, employee is satisfied with his work place which result in high job contentment level. Accordingly, an organization as well as the satisfactory service could be the main explanation why people are interested to work there^{xii}. In addition, it was stated that job contentment is very important because it is associated with the performance and also employees' motivation. If job contentment gets better, the productivity of this organization is always higher^{xiii}. Thus, job contentment is about a person loving his or her job and finding accomplishment and fulfilment in it. It is also the mixture of a person's feelings and emotions on how work affects his or her lives.

Having introduced the variables of the study, it is in the purview of this study to investigate the role of Work-life interface and employee contentment in job fruition among civil servants in Oyo state.

STATEMENT OF THE PROBLEM

Employee job fruition or satisfaction is considered as a critical success factor for organizations. Numbers of researches on this topic have been conducted all around the world. In recent decades, this issue has aroused interest in Nigeria as well. Unfortunately, it is observed that there is not enough research made in Nigerian major governmental institutions about job fruition, rather, many have focused on job satisfaction, which also share the same meaning with job fruition.

For instance, the results of the meta-analysis based on 163 independent samples displayed that employees' Work-life interface and work-family conflict are important in understanding job satisfaction with correlations of .26, and .17 respectively^{xiv}. Also, the theory and research on the links between Work-life interface and job satisfaction lead to expect that, among



those organizational variables, Work-life interface will positively predict job satisfaction while certain frameworks of job demand will negatively predict job satisfaction.

To date, many empirical studies have been conducted to investigate the determinants of job satisfaction which attracts no argument. However, investigating the determinants of job satisfaction important as it increases understanding of the factors associated with employee productivity especially among employees in the private sector. This study identified gap in determinants of job fruition or satisfaction in the civil service.

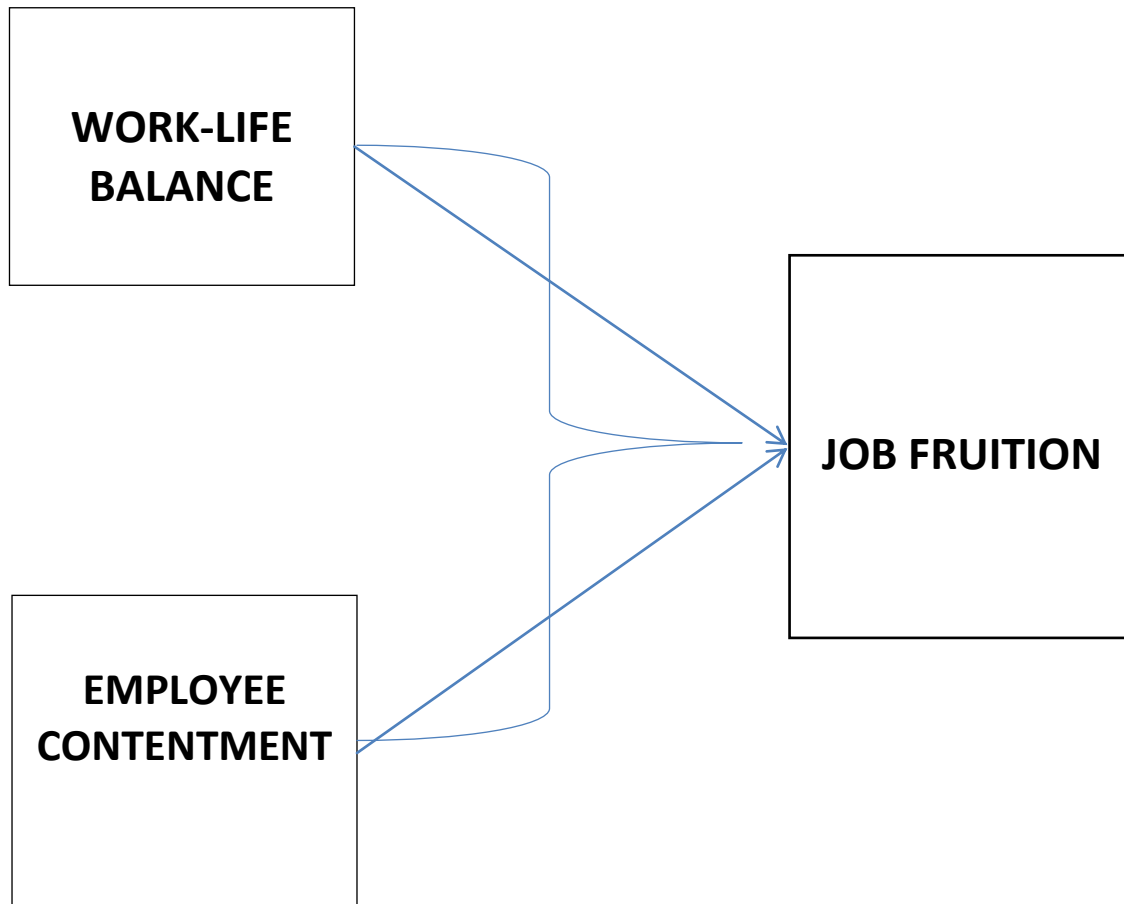
Civil service, which is a stronghold of the governmental activities are essential for the country and its economy. Therefore, the issue is significantly important for civil service and the government as a whole. For these reasons, one of the fundamental groups is selected for this study on measuring job fruition (civil servants).

The aim of this study is to determine the most important factors that affect the job fruition of employees in the civil service and to investigate to what extent the civil servants experiences satisfaction about these prominent factors. In this study, the factors focused on are Work-life interface and employee contentment.

Job fruition is a crucial issue for the development and better functioning of key governmental sectors and the country as a whole, and also for the future expectations of the well-educated and qualified work force of the country. The public institution where this study is performed is a state government secretariat.



i. **Conceptual Framework**



METHODOLOGY

This chapter focuses on the systematic approach to follow while solving the research problem in the study. Also, highlights of the instruments and techniques used to seek solutions to the research problem. The purpose of this research is to examine the effect of training and development of employees in some selected private organizations in Ibadan.

RESEARCH DESIGN

The research adopted survey research design. The design involved the collection of data through questionnaire. This method is flexible and affordable and it also give the respondents high level of courage owing to the fact that they could respond objectively to the questionnaire without any undue influence either on the part of the management of their organization or of the researchers. Specifically, cross-sectional method of the survey



research design was adopted. This is because data was gathered at once from the respondents. The study investigated the influence of Work-life interface and employee contentment on job fruition among Oyo state civil servants. The independent variables were Work-life interface and employee contentment, while the dependent variable was job fruition.

POPULATION OF THE STUDY

Population means the totality of individuals from which some sample is drawn. The study was carried out among Oyo state civil servants. The Oyo state civil service comprises of several Ministries, Departments and Agencies. The workers of Oyo State Civil Service is made up of people from different local government areas across Oyo state. The Oyo State Civil Service was formerly made up of twenty three (23) ministries, this ministries were merged to thirteen (13) during the second tenure of the Oyo state Governor Senator Abiola Ajimobi. The thirteen functional ministries are; Ministry of Information, Tourism and Culture, Ministry of Youths and Sports, Ministry of Works and Transports, Ministry of Justice, Ministry of Agriculture and Natural Resources, Ministry of Environment and Water Resources, Ministry of Lands and Housing, Ministry of Education and Technology, Ministry of Finance, Planning and Budgeting, Ministry of Health, Ministry of Women Affairs, Ministry of Commerce and Cooperative, Ministry of Establishment and Training.

Sample of the Study

The study participants cut across all staff of the Oyo state Civil Service Secretariat. All cadres of staff (the junior, senior and director cadre) were included in the survey to ensure accuracy. Three hundred (300) participants were sampled in the study, however, only two hundred and ninety (290) were retrieved and utilized for data analysis. The participants used were drawn from the following ministries; Office of the Governor, Office of the head of service, Ministry of works and transport, Ministry of finance ,budget and planning, Ministry of health, Oyo state hospital management board.



Sampling Technique

The purposive (also known as judgmental or subjective) sampling technique was adopted in the sampling process of the population of the research. Purposive sampling is a non-probability sampling in which the decision concerning the individuals to be included in the sample was taken by the researcher based on the fact that these individuals have been around long enough to have the knowledge of the research issue and also the willingness to participate in the research. Purposive research technique was also chosen because the sample size is quite small when compared with probability sampling.

- i. Purposive sampling selection method was used.
- ii. A formal letter permission will be obtained from the the Head of Department, Department of Psychology, Lead City University.
- iii. Civil servants were informed about the research and will be asked to willingly fill the questionnaire when available.

Description of the Research Instrument

Data collection involves gathering of relevant and important data used for conducting a particular research work. It is the basis for acquiring data. Data can be collected in two ways which are; primary data and secondary data. Primary source of data was used for gathering data in this research work. The questionnaire research instrument was used in this research work to gather information because it helps to access a large number of respondents at a minimal cost. The questionnaire comprised of four different sections; Section A - D

Section A: Demographic Information

This section comprised of the following demographic information of respondents; Gender, Age, Educational Qualification, Years of experience, and Job level.

SECTION B: Job Fruition

Job Fruition was measured using the Job satisfaction scale. This 34-item job satisfaction scale was developed by Nanjundeswaraswamy^{xv}. The scale was developed to measure the extent to which employees are satisfied with job characteristics and features, including the working conditions, environment and co-workers. The scale has the following sub-scales;



compensation, promotion, leadership style, benefits, welfare facilities, recognition/rewards, relation & cooperation, communication, working condition, training & development, career development opportunities, Work-life interface, work stress, organizational culture, team work, job clarity, participative management and job security. Response to the items ranged as follows; SD- Strongly disagree; D – Disagree; U – Undecided; A – Agree; SA – Strongly agree. The internal consistency coefficients for the scale ranged between 0.773 and 0.986.

SECTION C: Work-life interface

The Work-life interface scale was designed and developed by Dolly Dolai^{xvi} to measure the extent to which an individual is able to balance demands from work with home. The scale was developed to measure Work-life interface among employees of Insurance industry in India. The scale has the following response format; SD – Strongly Disagree (1), D – Disagree (2), U – Undecided (3), A – Agree (4), SA - Strongly Agree (5). The scale developers reported a split-half reliability of 0.69 and an internal consistency of 0.77. In this study, the Cronbach alpha was 0.63.

SECTION D: Employee Contentment

This section comprised of questions targeted at employee contentment in relation to various facets of their condition on the job. The scale is a 10-item developed by Macdonald and MacIntyre^{xvii}. The scale showed good reliability of alpha coefficient of .88 and when compared to the original sample (.87). Response options range from strongly disagree to strongly agree. In this study, the scale was found to have an internal consistency of 0.78.

Validation of the Research Instrument

The research instrument was edited and validated by the research supervisor. Items were selected bearing in mind the research questions. The project supervisor, alongside other lecturers of the Department of Psychology assisted in making corrections on the questionnaire in order to ensure that it has face and content validity.

Reliability of the Research Instrument

Reliability is the degree to which a measurement is consistent with similar results over time. Measurements can be reliable and yet not useful but if measurements are useful or valid, it



is certainly reliable. Also measurements that lack reliability lack validity. Reliable measurements show stability when tests are repeated with similar outcomes³. Reliability of the research instrument involves the consistency of the result obtained with the instrument and if the instrument gives similar, close or the same result then it is correct under the same assumptions. For Cronbach's alpha test; this is relating each measurement item with another measurement item so as to obtain the average inter-relationship for all the paired associations. Cronbach's alpha method of reliability is for measuring the reliability of this research work. The literature reveals that acceptable reliability should fall between 0.70 and above, however 0.60 at 0.05 level of significance may be acceptable. A high value of Cronbach's alpha test means that the stability, reliability and certainty of the instrument used in measurement is very assured.

Method of Data Collection

The research sought the consent of participants in the various ministries before the questionnaires were administered. The process of questionnaire distribution and retrieval took a period of seven working days. Before accessing some of the ministries, I had to speak with the secretary at the general office and a brief introduction was done explaining the purpose of the research. Simple random sampling technique was adopted to select eight (8) out of the thirteen (13) ministries that was included in this study. In most of the ministries, I was asked to drop some of the questionnaires and I was told to come back to retrieve them the following day. Some of the staff were very hostile, this is because they have not been paid their salaries in a long while and some other staff were helpful by encouraging their colleagues working with them to fill the questionnaires and return immediately.

However, distribution of questionnaires and data collection was more cumbersome in ministries like ministry of finance, planning and budgeting, and ministry of information, tourism, and culture. This is because of the nature of duties that the ministries carry out. The staffs were reluctant to participate in the research, the researcher had to explain to the participants the purpose of the study and participants were reassured of their confidentiality. A lot of participants did not decline filling the questionnaires but retrieving the questionnaires was challenging. Some of the staff did not remember to fill the



questionnaire until I went back to retrieve as agreed while some had misplaced the questionnaires amidst the large number of papers they had to deal with. Some others returned the questionnaire without filling, while some of the participants could not be located at the point of retrieving the questionnaires. Clarifications were given on items that were difficult to comprehend. All the participants were thanked and were assured of their confidentiality of their responses.

Method of Data Analysis

A structured questionnaire was developed by the researcher and used to elicit information from a sample size of 290 respondents who were selected using the purposive sampling technique. Both descriptive and inferential statistics were utilized for data analysis. Demographic variables were analyzed using simple frequencies and percentages. Hypotheses were tested using appropriate inferential statistics. Hypotheses one, two and four were tested using t-test for independent samples, while hypotheses three and five were tested using multiple regression analysis.

Results

This section presents results of gathered data on the influence of Work-life interface and employee contentment on job fruition among Oyo state civil servants. Although a total of 300 questionnaires were distributed, only 290 were retrieved and utilized for data analysis. Results is presented in sections, starting with analysis of demographic information and followed by analysis of generated hypotheses.

1. Demographic Distribution

Table 4.1: Demographic Information of Respondents

SN	Variable	Response	Frequency	Percentage(%)
1	Age	Less than 25 years	14	4.8
		25-34 years	126	43.4
		35-44 years	73	25.2
		45-54 years	59	20.3



		55 years and above	18	6.2
2	Sex	Male	127	43.8
		Female	163	56.2
3	Educatio. qualification	Primary education	2	0.7
		SSCE	6	2.1
		ND/NCE	28	9.7
		HND/University degree	136	46.9
		Masters	66	22.8
		PhD	52	17.9
4	Years of experience	Less than 5 years	3	1
		5-9 years	10	3.4
		10-14 years	10	3.4
		15-19 years	267	92.1
5	Job level	Less than level 5	10	3.4
		Level 5-9	105	36.2
		Level 10 and above	175	60.3
		Total	290	100

Table 4.1 presents results on demographic distribution of respondents. Age distribution reveals that more of the respondents 126 (43.4%) were between 25 and 34 years old, 73 (25.2%) were between 35 and 44 years old, 59 (20.3%) were between 45 and 54 years old, 18 (6.2%) were 55 years and above, while the other 14 (4.8%) were less than 25 years old.

Also, sex distribution revealed that more of the respondents 163 (56.2%) were females, while the other 127 (43.8%) were males. Further, educational qualification revealed that more of the respondents 136 (46.9%) were HND/University degree holders, 66 (22.8%) were Masters degree holders, 52 (17.9%) were PhD certificate holders, 28 (9.7%) were ND/NCE certificate holders, 6 (2.1%) were SSCE certificate holders, while the other 2 (0.7%) were primary school leaving certificate holders. Frequency distribution according to years of experience reveals that more of the respondents 267 (92.1%) has between 15 and 19 years of experience, 10 (3.4%) has between 10 and 14 years of experience, another 10 (3.4%) has



between 5 and 9 years of experience, while the other 3 (1%) had less than 5 years of experience.

Finally, more of the respondents 175 (60.3%) indicated to be between level 10 and above, 105 (36.2%) were between level 5 and 9, while the other 10 (3.4%) were less than level 5.

2. Hypotheses Testing

Hypothesis One

Employees with high level of Work-life interface will significantly report higher on job fruition than those with low level of Work-life interface. This was tested using t-test for independent sample and the result is presented on Table 4.2;

Table 2: T-test for independent sample showing results on the influence of Work-life interface on job fruition

Dependent	Work-life interface	N	Mean	SD	t	df	P
Job fruition	High	148	121.86	14.13	3.34	288	<.05
	Low	142	115.62	17.55			

Table 4.2 presents results on the influence of work-life interface on job fruition among civil servants in Oyo state. It is shown that work-life interface had significant influence on job fruition among Oyo state civil servants [$t(288) = 3.34; P < .05$]. Further, civil servants with high level of work-life interface balance reported higher on job fruition (Mean = 121.86; SD = 14.13) compared to those with low level of work-life interface balance (Mean = 115.62; SD = 17.55). This confirms the stated hypothesis, hence was retained in this study.

Hypothesis Two

Employees with high level of employee contentment will significantly report higher on job fruition than those with low level of Work-life interface. This was tested using t-test for independent sample and the result is presented on Table 4.3;



3.: T-test for independent sample showing results on the influence of employee contentment on job fruition

Dependent	Employee contentment	N	Mean	SD	t	df	P
Job fruition	High	177	121.21	15.69	3.22	288	<.05
	Low	113	115.04	16.27			

Table 4.3 presents results on the influence of employee contentment on job fruition among civil servants in Oyo state. It is shown that employee contentment had significant influence on job fruition among Oyo state civil servants [t (288) = 3.22; P < .05]. Further, civil servants with high level of employee contentment reported higher on job fruition (Mean = 121.21; SD = 15.69) compared to those with low level of employee contentment (Mean = 115.04; SD = 16.27). This confirms the stated hypothesis, hence was retained in this study.

Hypothesis Three

Work-life interface and employee contentment will have significant joint and independent influence on job fruition among Oyo state civil servants. This was tested using multiple regression analysis and the result is presented on Table 4.4;

Table 4.: Multiple regression analysis summary table showing results on the joint and independent influence of Work-life interface and employee contentment on job fruition

Dependent	Predictors	β	T	P	R	R ²	F	P
Job fruition	Work-life interface	.35	6.29	<.01	.37	.14	23.26	<.01
	Employee contentment	.13	2.36	<.05				

Table 4.4 presents results on the joint and independent influence of Work-life interface and employee contentment on job fruition among Oyo state civil servants. It is shown that Work-life interface and employee contentment were significant joint predictors of job fruition among Oyo state civil servants [R = .37; R² = 14; F (2, 287) = 23.26; P < .01].



Collectively, work-life interface and employee contentment accounted about 14% variance in job fruition among Oyo state civil servants. Also, Work-life interface ($\beta = .35$; $t = 6.29$; $P < .01$) and employee contentment ($\beta = .13$; $t = 2.36$; $P < .05$) had significant independent influence on job fruition. This confirmed the stated hypothesis, hence, was retained in this study.

Hypothesis Four

Male civil servants will significantly report higher on job fruition than their female counterparts. This was tested using t-test for independent sample and the result is presented on Table 4.5;

Table 5: T-test for independent sample showing results on gender difference in job fruition

Dependent	Gender	N	Mean	SD	t	df	P
Job fruition	Male	127	119.95	13.76	1.06	288	> .05
	Female	163	117.92	17.82			

Table 5. presents results on gender difference in job fruition among civil servants in Oyo state. It is shown that there exists no significant gender difference in job fruition among Oyo state civil servants [$t(288) = 1.06$; $P > .05$]. This negates the stated hypothesis, hence, was rejected in this study.

Hypothesis Five

Demographic factors (Age, educational qualification and work experience) will have joint and independent influence on job fruition among Oyo state civil servants. This was tested using multiple regression analysis and the result is presented on Table 4.6;



Table 6: Multiple regression analysis summary table showing results on the joint and independent influence of Work-life interface and employee contentment on job fruition

Dependent	Predictors	β	T	P	R	R^2	F	P
	Age	.12	1.84	>.05				
Job fruition	Highest edu. qual	-.06	-.92	>.05	.13	.02	1.67	>.05
	Years of experience	.07	1.23	>.05				

Table 6. presents results on the joint and independent influence of demographic factors (age, highest educational qualification and years of experience) on job fruition among Oyo state civil servants. It is shown that demographic factors (age, highest educational qualification and years of experience) had neither joint nor independent influence on job fruition among Oyo state civil servants [$R = .13$; $R^2 = .02$; $F(3, 286) = 1.67$; $P > .01$]. This negates the stated hypothesis, hence, was rejected in this study.

Discussion of Findings

The study investigated work-life interface and employee contentedness on job fruition among Oyo state civil servants. Hypothesis one which stated that employees with high level of Work-life interface will significantly report higher on job fruition than those with low level of Work-life interface. This was tested using t-test for independent sample and it was discovered that Work-life interface had significant influence on job fruition among Oyo state civil servants. Further, civil servants with high level of Work-life interface reported higher on job fruition compared to those with low level of Work-life interface. This confirms the stated hypothesis, hence was retained in this study.

Omar and Zakaria^{xviii} conducted a quantitative, questionnaire based research study investigating the relationship between Work-life interface and job satisfaction. The researchers gathered a large sample of 681 employees working for a private healthcare company in Malaysia. The majority of the participants who completed the questionnaire were female (83.9%). A correlation and multiple regression analysis were carried out on the data gathered and results suggested that Work-life interface is positively, significantly associated with job satisfaction and it also has an impact on an employees levels of job



satisfaction. Therefore, from these findings it can be said that among Malaysian healthcare workers, Work-life interface does positively affect job satisfaction.

Padma and Reddy^{xix} gathered a sample of school teachers to investigate the impact Work-life interface has on their levels of job satisfaction. As well as looking at the impact of job satisfaction the authors also accounted for the demographic variables age, experience and qualifications. A questionnaire based research design was used and findings from multiple statistical analysis tests indicated that teachers who reported having achieved the right Work-life interface were more satisfied in their job. Similar to the previous study the sample is made up of school teachers only so it gives the opportunity for future researchers to replicate the study among other job sectors or multiple job sectors.

Hypothesis two stated that employees with high level of employee contentment will significantly report higher on job fruition than those with low level of Work-life interface. This was tested using t-test for independent sample and it was found that employee contentment had significant influence on job fruition among Oyo state civil servants. Further, civil servants with high level of employee contentment reported higher on job fruition compared to those with low level of employee contentment. This confirms the stated hypothesis, hence was retained in this study.

Hypothesis three stated that Work-life interface and employee contentment will have significant joint and independent influence on job fruition among Oyo state civil servants. This was tested using multiple regression analysis and it was found that Work-life interface and employee contentment were significant joint predictors of job fruition among Oyo state civil servants. Collectively, Work-life interface and employee contentment accounted about 14% variance in job fruition among Oyo state civil servants. Also, Work-life interface and employee contentment had significant independent influence on job fruition. This confirmed the stated hypothesis, hence, was retained in this study.

Devi and Nagini^{xx} pointed out that an organisations most valuable resources and sources of competitive advantage are the employees, and for employees to be effective they need to be satisfied in their job. The researchers gathered a sample of 103 employees working in the private banking sector and had them each complete a questionnaire. The aim of the study



was to investigate if Work-life interface and burnout can predict employee job satisfaction. Findings indicated that there was a positive relationship between Work-life interface and job satisfaction, and a negative relationship between burnout and job satisfaction. A regression analysis established that job satisfaction can be predicted from Work-life interface and burnout. These findings show that employees who are achieving a successful Work-life interface are more satisfied in their job. In line with similar research studies in the area this study only focuses on one job sector, private banking therefore, would need to be replicated among other sectors to determine if results can be generalised.

Hypothesis four stated that male civil servants will significantly report higher on job fruition than their female counterparts. This was tested using t-test for independent sample and it was discovered that there exists no significant gender difference in job fruition among Oyo state civil servants. This negates the stated hypothesis, hence, was rejected in this study.

In the literature, there are many studies investigating relationships between gender and job satisfaction. There are different results about this issue. Some of them propose that women are more satisfied than men are; some of them suggest the vice-versa. Because of the fact that men and women have different social roles, their expectancies from job may also be differ. For example, women give more importance to working conditions and social relationship, whereas men are more satisfied with some factors such as pay and promotion opportunities. This may be resulted from the difference between expectancy levels of each gender, in which expectancy of women are relatively less than men are, so, women can be satisfied with more.

Hypothesis five stated that demographic factors (Age, educational qualification and work experience) will have joint and independent influence on job fruition among Oyo state civil servants. This was tested using multiple regression analysis and it was discovered that demographic factors (age, highest educational qualification and years of experience) had neither joint nor independent influence on job fruition among Oyo state civil servants. This negates the stated hypothesis, hence, was rejected in this study

In the literature, most researches indicate that as the level of education increases, job satisfaction may decrease. Highly educated workers may be dissatisfied with their work if it



requires performing the repetitive tasks^{xxi}. Requirements of jobs should be fitted with educational level of employee, otherwise, if educational level of a worker is so high for requirements of the job, this causes dissatisfaction^{xxii}. Another reason of dissatisfaction among highly educated people is to have higher levels expectation for their job.

Conclusion

This chapter presents the conclusive aspect of the study. The following were covered on this chapter; summary, conclusions, recommendations and suggestions for further studies.

Conclusions

Firstly, it could be concluded from this study that work-life interface had significant influence on job fruition among Oyo state civil servants. Further, civil servants with high level of work-life interface balance reported higher on job fruition compared to those with low level of work-life interface balance.

It could also be concluded from this study that employee contentment had significant influence on job fruition among Oyo state civil servants. Further, civil servants with high level of employee contentment reported higher on job fruition compared to those with low level of employee contentment.

Further, this study concludes that Work-life interface and employee contentment were significant joint predictors of job fruition among Oyo state civil servants. Collectively, Work-life interface and employee contentment accounted about 14% variance in job fruition among Oyo state civil servants. Also, Work-life interface and employee contentment had significant independent influence on job fruition.

In addition, it could be concluded from this study that there exists no significant gender difference in job fruition among Oyo state civil servants. Finally, it is concluded from this study that age, educational qualification and years of experience had neither joint nor independent influence on job fruition among Oyo state civil servants.



Recommendations

The following recommendations were made based on the findings of the study;

Firstly, it was discovered that Work-life interface contributes significantly to job fruition among Oyo state civil servants. Further, respondents with high level of work-life interface balance reported higher on job fruition compared to those with low level of work-life interface balance. It was therefore recommended that the civil service commission should work out plans that places premium value to the personal lives of employees. This could be done by ensuring that employees have flexible work schedule. Also, intermittent review of workload can be carried out by the civil service commission. This will help maintain high level of job fruition for civil servants.

It was also discovered that employee contentment contributes significantly to job fruition among civil servants. When employees are contented, there is higher report of job fruition. It was therefore recommended that civil service commission should endeavour and try as much as possible to provide employees with the needed resources and skills to perform their job efficiently. This will subsequently lead to higher levels of job fruition for civil servants.

Further, it is recommended that more studies should be carried out on other studies that can contribute to increased job fruition among civil servants.

BIBLIOGRAPHY

Articles

Abdulrahman, H.I.H., Najeemdeen, I.S., Abidemi, B.T. and Ahmad, R.B. (2018) 'The Relationship between Job Satisfaction, Work-Life Balance and Organizational Commitment on Employee Performance', *Journal of Business and Management*, 20(5), pp. 76-81.

Ajila C. & Abiola A. (2004) 'Influence of Rewards on Workers Performance in an Organization', *Kamla-Raj 2004 J. Soc. Sci.*, 8(1): 7-12 (2004) , 7-12.



Altuntaş, S. (2014). Factors Affecting the Job Satisfaction Levels and Quit Intentions of Academic Nurses. *Nurse Education Today*, 34(4), 513–519. doi:10.1016/j.nedt.2013.07.002

Al-Zawahreh, A., & Al-Madi, F. (n.d.). The Utility of Equity Theory in Enhancing Organizational Effectiveness. *European Journal of Economics, Finance and Administrative Sciences*. 1–31.

Andrade, M., Westover, J., and Kupka, B., (2019) 'The Role of Work-Life Balance and Worker Scheduling Flexibility in Predicting Global Comparative Job Satisfaction', *International Journal of Human Resource Studies* 9(2):80. DOI:10.5296/ijhrs.v9i2.14375.

Anuradha. and Mrinalini, P. (2016) 'Impact of Work Life Balance on Job Satisfaction of Women Doctors', *Problems and Perspectives in Management*, 14(2), pp. 319-324.

Arif, B. and Farooqi, Y.A. (2014) 'Impact of Work Life Balance on Job Satisfaction and Organizational Commitment Among University Teachers: A Case Study of University of Gujrat, Pakistan', *International Journal of Multidisciplinary Sciences and Engineering*, 5(9), pp. 24-29.

Atasoy, T. (2004). A Comparative Study on Job Satisfaction in Large and Small Size Enterprises. Ms. Thesis, Middle East Technical University.

Balada-Hirèche L, Pasquero J, Chanlat JF (2011) Managerial responsibility as negotiated order: A social construction perspective. *Journal of Business Ethics* 101: 17-31.

Başar, U. (2011). Örgütsel Adalet Algısı, Örgütsel Özdeşleşme ve İş Tatmini Arasındaki İlişkilere Yönelik Görgül Bir Araştırma.

Bataineh, K. adnan. (2019). Impact of Work-Life Balance , Happiness at Work , on Employee Performance. *International Business Research*, 12(2).

Begley, T. M. & Czajka, J. M. Job Satisfaction: Organizational-commitment; Labor-turnover; Employees Health and Hygiene; Job-stress. *Journal of Applied Psychology*, 78, 2013, 552-556.

Bird, J. (2006) 'Work-life balance: Doing it right and avoiding the pitfalls', *Employment Relations Today*, 33(3), pp. 21-30.



Bridger, R. S., & Brasher, K. (2011). Cognitive Task Demands, Self-Control Demands and the Mental Well-Being of Office Workers. *Ergonomics*, 54(9), 830–9. doi:10.1080/00140139.2011.596948

Brough, P., Timms, C., O’Driscoll, M.P., Kalliath, T., Siu, O., Sit, C. and Lo, D. (2014) ‘Work-life balance: a longitudinal evaluation of a new measure across Australia and New Zealand workers’, *The International Journal of Human Resource Management*, 25(19), pp. 1-21.

Brunetto, Y., & Warthon, R. F. (2005). The impact of NPM on the job satisfaction of a range of Australian public sector employees. *Asia Pacific Journal of Human Resources*, 43(2), 289-304.

Cherati, H., Mahdavi, I., & Rezaeian, J. (2013). The Mediating Role of Job Satisfaction between Spiritual Intelligence and Organizational Commitment. *International Journal of Research in Organizational Behaviour and Human Resource Management*, 1(1), 1– 11.

Chughati, F. D., & Perveen, U. (2013). A Study of Teachers Workload and Job Satisfaction in Public And Private Schools At Secondary Level in Lahore City Pakistan, 2(1), 202–214.

Clark, S. C. (2001). Work Cultures and Work/Family Balance. *Journal of Vocational Behavior*, 58, 348-365. <https://doi.org/10.1006/jvbe.2000.1759>

Delecta, P. (2011). Work Life Balance. *International Journal of Current Research*, 3(4).

Devi, V.A. and Nagini, A. (2014) ‘Work-life Balance and Burnout as Predictors of Job Satisfaction in Private Banking Sector’, *Skyline Business Journal*, 9(1), pp. 50-53.

Dizaho, E.K., Salleh, R. and Abdullah, A. (2017) ‘Achieving Work Life Balance Through Flexible Work Schedules and Arrangements’, *Global Business and Management Research: An International Journal*, 9(1), pp. 455-465.

Dolai, D. (2015). Measuring work life balance among the employees of the Insurance Industry in India. *Journal of Advanced Research in Management and Social Sciences*, Volume 4, Number 5.

Ellickson, M.C., & Logsdon, K. (2001) ‘Determinants of job satisfaction of municipal government employees’, *Public Personnel Management*, 31(3), 343-358.



Emhan, A., Mengenci, C., Taşdöven, H., & Garayev, V. (2014). Yapısal Eşitlik Modeli Kullanılarak İş Memnuniyeti, Yönetici Desteği ve Tükenmişlik Kavramları Arasındaki İlişkilerin Analizi: Bankacılık Sektöründe Bir Uygulama. *The Journal of Social and Economic Research*, 14(27), 75–96.

Emsile, C. and Hunt, K. (2009) 'Live to work or work to live? A qualitative study of gender and work-life balance among men and women in mid-life', *Gender, Work and Organization*, Vol. 16(1), pp.151-172.

Gayathri, R. & Ramakrishnan, D. L. (2013). Quality of Work Life –Linkage with Job Satisfaction and Performance. *International Journal of Business and Management Invention*, 2(1), 01-08.

Guest, R., (2002), New Model of Job Design: Motivating Employees „Performances, *Journal of Management Development*, 25(6), 572-587

Haar, J.M., Russo, M., Sune, A. and Malaterre, A.O. (2014) 'Outcomes of Work-Life Balance on Job Satisfaction and Mental Health: A Study Across Seven Cultures', *Journal of Vocational Behaviour*, 85(3), pp. 361-373.

Hackman, R., & Oldham, G. R. (1976). Motivation through the Design of Work : Test of a Theory. *Organizational Behaviour and Human Performance*, 16, 250–279.

Hechanova, G., and Calara, T., (2014) "'Bakit Ka Kumakayod?" Developing a Filipino Needs Theory of Motivation', *Philippine Journal of Psychology*, 2014, 47(1), 117-143.

Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2001). Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. *Family Relations: An Interdisciplinary Journal of Applied Family Studies*, 50(1), 49–58. <https://doi.org/10.1111/j.1741-3729.2001.00049.x>

Ibrahim, M., Ahmed, S. F., Khan, N., Khan, Y., Awan, Z. M., Shadid, M. K., & Kareem, A. (2012). Influencing Factors of Job Satisfaction in Technical Organization. *Journal of Economics and Behavioral Studies*, 4(3), 172–179.

Igloso, G., (2016) 'Predictors Of Achievement And Job Satisfaction Of Women Managers in SUC (NCR)', *International Journal of Multidisciplinary Academic Research*, 4, 6-26.



Jin, M. H., & Lee, M. Y. (2012). The Effects of Autonomy, Experience, and PersonOrganization Fit on Job Satisfaction : The Case of Public Sector. *The International Journal of Social Sciences*, 6(1), 18–44.

Jones, G. R., & George, J. M. (1998). The Experience and Evolution of Trust: Implications for Cooperation and Teamwork. *The Academy of Management Review*. 23(3), 531-546.
Retrieved from
<http://links.jstor.org/sici?sici=03637425%28199807%2923%3A3%3C531%3ATEAEO T%3E2.0.CO%3B2-X>.

Kahn, P.H., Jr., Friedman, B., Gill, B., Hagman, J., Severson, R.L., Freier, N.G., et al. (2008). A plasma display window? The shifting baseline problem in a technologically-mediated natural world. *Journal of Environmental Psychology*, 28, 192–199

Kanwar, Y.P.S., Singh, A.K. and Kodwani, A.D. (2009) 'Work-Life Balance and Burnout as Predictors of Job Satisfaction in the IT-ITES Industry' *The Journal of Business Perspective*, 13(2), pp. 1-12.

Kaplan, S.A., Warren, C.R., Barsky, A., and Therosen, C.J., (2008) 'A Note on The Relationship Affect(ivity) and Differing Conceptualizations of Job Satisfaction: Some Unexpected Meta – Analytic Findings', *European Journal of Work and Organizational Psychology*, 18, 29-54.

Karakose, T., Kocabas, I. and Yesilyurt, H. (2014) 'A Quantitative Study of School Administrators' Work-life Balance and Job Satisfaction in Public Schools', *Pakistan Journal of Statistics*, 30(6), pp. 1231-1241.

Keng, B., Bakar, N., Arumugam, A., Vellapan, L. and Loke, A. (2005) 'Does TQM influence employees' job satisfaction? An empirical case analysis', *International Journal of Quality and Reliability Management*, 24(1), pp. 62-77.
Kabak, K.E., Sen, A., Gocer, K., Kucuksoylemez, S. and Tuncer, G. (2014) 'Strategies for employee job satisfaction: A case of service sector' *Social and Behavioural Sciences*, 150, pp. 1167-1176.

Kirchmeyer, C. (2000). Work-life initiatives: Greed or benevolence regarding workers' time? In C. L. Cooper & D. M. Rousseau (Eds.), *Trends in organizational behavior, Vol. 7. Time in organizational behavior* (pp. 79–93). John Wiley & Sons Ltd.



Kumar, P. & Schenk, C. 'Union renewal and organizational change: a review of the literature'. In P. Kumar and C. Schenk (eds.), *Paths to Union Renewal: Canadian Experiences*. Peterborough, ON: Broadview Press Ltd, 2016, pp. 29–60.

Lazar, I., Osoian, C. and Ratiu, P. (2010) 'The Role of Work-Life Balance Practices in Order to Improve Organizational Performance', *European Research Studies*, 13(1), pp. 201-214.

Lewicka, D. (2019). *Creating Innovative Attitudes in an Organization – Comparative Analysis of Tools Applied in IBM Poland and ZPAS Group*. *Journal of Asia Pacific Business Innovation and Technology Management*. Vol. 1, No. 1, p1-12.

Liao, H. L., Liu S. H., & Pi, S. M. (2011). *Modeling Motivations For Blogging: An Expectancy Theory Analysis*. *Social Behavior and Personality*, 39(2), 251-264.

Lunenburg, F. C. (2011a). *Expectancy Theory of Motivation : Motivating by Altering Expectations*, 15(1), 1–6.

Mahmood, A., Nudrat, S., Asdaque, M. M., Nzawaz, A., & Haider, N. (2011). *Job Satisfaction of Secondary School Teachers: A Comparative Analysis of Gender, Urban and Rural Schools*. *Asian Social Science*, 7(8), 203–208.

Mazerolle, S.M. and Goodman, A. (2013) 'Fulfilment of Work-Life Balance From the Organizational Perspective: A Case Study', *Journal of Athletic Training*, 48(5), pp. 668- 677.

Meenakshi, S.P., Subrahmanyam, C.V. and Ravichandran, K. (2013) 'The Importance of Work-Life-Balance', *Journal of Business and Management*, 14(3), pp. 31-35.

Mosadeghrad, A.M. (2003) 'The role of participative management (suggestion system) in hospital effectiveness and efficiency', *Research in Medical Sciences*, Vol. 8 No. 3, Isfahan, pp. 85-9.

Nanjundeswaraswamy, T., (2019) 'Development and validation of job satisfaction scale for different sectors', *International Journal for Quality Research* 13(1):193-220. DOI:10.24874/IJQR13.01-12.



- Nguyen, A., Taylor, J., & Bradley, S. (2003) 'Relative pay and job satisfaction: Some new evidence', Working paper Department of Economics Management School Lancaster University, 24. Retrieved from <http://mpra.ub.unimuenchen.de/1382,0143>.
- O'Reilly, C.A. (1991) 'Organizational Behaviour: Where We've Been, Where We're Going', *Annual Review of Psychology*, 42(1), pp. 427-458.
- Omar, M.K. and Zakaria, A. (2016) 'Work-life Balance and Job Satisfaction among Malaysian Healthcare Employees' *Environmental – Behaviour Proceedings Journal*, pp. 271-278.
- Orogbu, L.O., Onyeiugbe, C. U., & Chukwuemeka, D. N. (2015). Work-life balance and employee performance in selected commercial banks in Lagos State. *European Journal of Research and Reflection in Management Sciences*, 3 (4), 63-5. 77.
- Oshagbemi, T. (2019) 'Gender differences in the job satisfaction of university teachers', *Women in Management Review*, 15(7), 331-343.
- Ozturk, A. B., Hancer, M., & Im, J. Y. (2014). Job Characteristics, Job Satisfaction, and Organizational Commitment for Hotel Workers in Turkey. *Journal of Hospitality Marketing & Management*, 23(3), 294–313. doi:10.1080/19368623.2013.796866
- Padma, S. and Reddy, M.S. (2014) 'Work-life Balance and Job Satisfaction Among School Teachers: A Study', *Journal of Organizational Behaviour*, 13(1), pp. 51-60.
- Reio, G.T., & Callahon, J.L. (2004) 'Affect, Curiosity, and Socialization-related Learning; A path analysis of antecedents to job performance', *Journal of Business and Psychology*, 19, 3-22. <http://dx.doi.org/10.1023/B:JOBU.0000040269.72795.ce>
- Saari, L. M., & Judge, T. a. (2004). Employee Attitudes and Job Satisfaction. *Human Resource Management*, 43(4), 395–407. doi:10.1002/hrm.20032
- Sila, E. and Sirok, K. (2018) 'The Importance of Employee Satisfaction: A Case Study of a Transportation and Logistics Service Company', *Management*, 13(2), pp. 111-136.
- Staples, D. S., & Higgings, C. A. (1998). A Study of The Impact of Factor Importance Weightings On Job Satisfaction Measures. *Journal of Business and Psychology*, 13(2), 211–232.



- Sypniewska, B. A. (2013). Evaluation of Factors Influencing Job Satisfaction. *Vizja Press&IT*, 57–71. doi: 10.5709/ce.1897-9254.131.
- Taylor, J., & Westover, J. H. (2011). Job Satisfaction in The Public Service: The Effects Of Public Service Motivation, Workplace Attributes And Work Relations. *Public Management Review*, 13(5), 732–751. doi: 10.1080/14719037.2010.532959.
- Terason, S., (2018). The Influence of Job Autonomy on Job Satisfaction in Thai Fitness Trainer Professionals: A Moderation Analysis. *Journal of Entrepreneurship & Organization Management*, 7, 1-5.
- Thevanes, N., & Mangaleswaran, T. (2018). Relationship between work life balance and job performance of employees. *IOSR Journal of Business and Management (IOSR - JBM)* 20 (5), 11-16
- Tomazevic, D. N., Seljak, J., & Aristovnic, D. A. (2013). Job Satisfaction of Slovenian Public Employees Over Time- The Case Of Law Enforcement Officers. *Metalurgia International*, 18(8), 251–259.
- Wen, C.T.Y., Muthuveloo, R. and Ping, T.A. (2018) 'Factors Influencing Job Satisfaction: A Perspective of Millennials in Malaysia Multinational (MNC) Companies', *Global Business and Management Research: An International Journal*, 10(1), pp. 48-66.
- Wong, P., Bandar, N. F. A., & Saili, J. (2017). Workplace Factors And Work-Life Balance Among Employees In Selected Services Sector. *International Journal of Business and Society*, 18(1), 677–684.
- Wright, B., and Kim, S., (2004) 'Participation's Influence on Job Satisfaction: The Importance of Job Characteristics', *Review of Public Personnel Administration* 24(1):18-40. DOI:10.1177/0734371X03259860.
- Yang, Y.F. (2016) 'Examining Competing Models of Transformational Leadership, Leadership Trust, Change Commitment and Job Satisfaction', *Psychological Reports*, 119(1), pp. 154-173.



Zaim, H., and Orhan K., (2010) 'Bilgi Çalışanının Memnuniyeti', Journal of Yasar University, 18, 2985-2994.

Zaim, H., Kurt, I., & Tetik, S. (2012). Casual Analysis of Employee Satisfaction and Performance: A Field Study In The Finance Sector. International Journal of Business And Management Studies, 4(2), 31–42.

Zhu, Y. (2013). A Review of Job Satisfaction. Asian Social Science, 9(1), 293–299.
doi:10.5539/ass.v9n1p293

Books

Armstrong M. & Murlis H. (2004) 'Reward Strategy Defined', In M. A. Murlis, Reward Management 5th ed: A Handbook of Remuneration Strategy and Practice (p. 30). London: Hay Group.

Fernandez, A.C. (2004) 'Predictors of job satisfaction and motivation of Edukasyong Pantahanan at pangabuhayan (EPP) Teachers in Selected Districts in Laguna', Doctoral Dissertation Technological University of the Philippines.

Herzberg, F. (1966) 'Work and the nature of man', Cleveland, OH: World Publishing Company.

Herzberg, F. Mausner, B., and Snyderman, B. (1959) 'The Motivation to Work', 2nd edition, New York: John Wiley & Sons.

Kossek, E. E., Valcour, M. & Lirio, P. (2013). *The sustainable workforce: Organisational strategies for promoting work life balance and wellbeing*. In Work and wellbeing: A complete reference guide.

Lewis, S. and Beauregard, T.A. (2018). The meanings of work-life balance: A cultural perspective. In R. Johnson, W. Shen, and K.M. Shockley (eds.), *The Cambridge handbook of the global work-family interface* (pp. 702-732). Cambridge: Cambridge University Press.

Locke (Ed.), *Handbook of Principles of Organizational Behaviour* (2nd ed., pp. 105– 122). West Sussex: John Wiley & Sons, Inc.



Luthans, F. (1995). *Organizational Behaviour* (7th ed., pp. 113–198). McGraw-Hill, Inc.

MacMillan, C. (2012). *The Effects of Physical Work Environment Satisfaction and Shared Workspace Characteristics on Employee Behaviors Toward Their Organization: Using Environmental Control as a Mediator*. The University of Waikato.

Peet, M.M. and Welles, G. (2005) *Greenhouse Tomato Production*. In: Heuvelink, E., Ed., *Crop Production Science in Horticulture Series*, CABI Publishing, Wallingford, 257-304.

Schermerhorn, J.R. Hunt, J.R and Osborn, N.R,(2005) '*Organizational Behaviour*', 9th Ed. New York: John Wiley & Sons.

Spector, P. E. (1997). *Job Satisfaction: Application, Assessment, Causes, and Consequences*. Sage Publications, Inc.

Sun, H. Ö. (2002). *İş Doyumu Üzerine Bir Araştırma: Türkiye Cumhuriyeti Merkez Bankası Banknot Matbaası Genel Müdürlüğü*. Ankara.

Ugah, A. D., & Arua U. (2011). *Expectancy Theory, Maslow's Hierarchy of Needs, and Cataloguing Departments*. *Library Philosophy and Practice*. Retrieved from <http://unllib.unl.edu/LPP>.

Wilson, B. T. (2003) '*Innovative Reward Systems for the Changing Work Place*', New York: McGraw Hill

Other Sources

CIPD (2019) *Stress, overwork and poor work-life balance undermine UK job quality*. Available at: <https://www.cipd.co.uk/about/media/press/poor-work-life-balance> (Accessed on 14 July 2022).

Green, J. (2000). *Job Satisfaction of Community College Chairpersons*. Virginia Polytechnic Institute and State University.

Holtum, (2007). *Linking extrinsic and intrinsic motivation to job satisfaction and to motivational theories: A comparison between the public sector (nurses) and the private sector (call centre agents)*. University of Maastricht.



Smith S. (2013). Determining Sample Size: How to Ensure You Get the Correct Sample Size, Retrieved from: <http://www.qualtrics.com/blog/determining-sample-size/>

Tasnim, S. Job Satisfaction among Female Teachers: A Study on Primary Schools in Bangladesh. University of Bergen, Norway: Thesis of Master in Philosophical Degree, 2006.

Worrell T. G. (2019). School Psychologists' Job Satisfaction: Ten Years Later. Virginia Polytechnic Institute and State University.

Yeltan, A. (2007). Effect of Coaching on Job Satisfaction. Marmara University.

