Work–life balance of librarians at the Kenneth Dike library in Nigeria

Implications for the provision of library services

Oluwole O. Durodolu

*Department of Information Science, University of South Africa,
Pretoria, South Africa and
University of Lagos Library, Lagos, Nigeria, and*

Philomena A. Mamudu

Kenneth Dike Library, University of Ibadan, Ibadan, Nigeria

Abstract

Purpose – This study examined the interceding influence of work–life balance (WLB) among library staff at the Kenneth Dike Library and its implication for the provision of information. The research sought to respond to the following questions: the effect of demographic variables on the WLB of librarians and their perceptions of WLB within the intimate environment.

Design/methodology/approach – This study adopted a positivist research paradigm because the nature of the research revealed a single social reality which can be measured quantitatively, using a reliable instrument such as a questionnaire. The total sampling technique was used to zero in on the staff of the library, in which the entire library population was included in the study.

Findings – The findings suggest that male librarians enjoy a better WLB than their female counterparts. Also, the results indicate that librarians, irrespective of their marital status, focused on job-related activities minding their marital status and therefore, marital status could influence the WLB of librarians. Similarly, priority is not being given to their work, to the detriment of caring for the family.

Research limitations/implications – The study suggests that age causes the WLB to change, the implication being that an ageing workforce has an impact on adaptation, output and innovation.

Originality/value – This paper sheds light on the WLB among librarians at the Kenneth Dike Library (KDL); therefore, information acquired from this study is imaginative and valuable to understand better how information professionals react to official and personal engagement.

Keywords Information provision, Kenneth Dike library, Librarian, Library services, Work-life balance

Paper type Research paper

1. Introduction

Work–life balance (WLB) is a concept that has been extensively discussed in the area of organizational behaviour; it is a topical issue that has also attracted the attention of many organizations because of persistent changes in economic, political and cultural value system leading to increase in workload, acquisition of multiple skills, protracted working hours and use of technology and how it has multiplied challenges faced by modern library environment. All these challenges have implication for managing work and family effectively in order to improve workers' productivity and increase their job satisfaction (Shaikh *et al.*, 2019, p. 44). Professional and family life are mutually crucial to the survival of individual and both require proper balance and stability (De Cieri and Dowling, 2006). However, the percentage of professional women has improved in the last couple of years; therefore, gender gap in workplace is closing substantially (Bhowon, 2013). This has repercussion for the stability of the family when childcare is left to the management of househelps who often are children themselves, and this has become standard features in Nigeria and other African countries. According to World Development Report (2012) in sub-Saharan Africa countries, there has

been (61 per cent) increase in women participation in economic activities which is in contrary to the historical pattern. The report also confirmed that in a third of the cases investigated in West Africa, population of girls in school enrolment has outnumbered that of boys. Because of the above, responsibility of managing home has become a shared responsibility of both parents to maintain WLB.

One truth about today's work environment is that there is unavoidable conflict facing the workforce in terms of regularly managing their jobs and private lives. In attempting to juggle both, a conflict of interest may arise, which may have adverse or unfavourable consequences. Bell *et al.* (2012, p. 25) opine that many professions bear the burden of market-driven globalisation which sees them make earnest attempts to make progress and improve their effectiveness. This puts pressure on employees, compelling them to balance their work and personal lives. Furthermore, the authors believe work–life conflict may have a significant effect on workers' emotional and physical well-being. The implication there of may increase or decrease workers' productivity, and if not well managed, can impose a substantial financial burden on employers and lead to the loss of experienced workers.

WLB is the act of maintaining equilibrium between the time committed to professional activities and other aspects of an individual's life, to ensure a balanced relationship. WLB as a concept has attracted considerable interest from scholars globally, including Berk and Gundogmus (2018, p. 137), who observe that managing work and personal life is challenging, but believe that policies can help to effect a better quality of life in the workplace, along with concomitant improved productivity. Kar *et al.* (2019, p. 29) state that positive socio-economic transformation, such as enhanced literacy and improved living standards, changing societal approaches to long-standing practices, social skills and the pursuit of economic freedom, are all factors that increase the number of women entering the workplace. For Kar *et al.* (2019, p. 29), the array of demands from family and work has reduced workers' job autonomy, increased labour time and imposed tighter deadlines and stricter strategic goals, all factors which are estimated to diminish women's involvement in economic activities.

The contemporary workplace, according to Bell *et al.* (2012, p. 25), presents a persistent struggle between workers' personal lives and their official responsibilities, a competition for attention which can deliver positive or negative consequences. In their view, an effort to reconcile the demands of work and family is inevitable in the modern world and is recognised as a source of job-related stress.

Librarians and information managers are also confronted with extraordinary demands, mainly in the use of information technology applications, which has led to globalisation, subcontracting, outsourcing and growing competition. This scenario has increased employees' burden and responsibility to meet deadlines and decrease the response time to information seekers (Syrek *et al.*, 2013, p. 252).

Librarians are dynamic asset to any academic institution as they are fundamental to the operational success of the institution. The deficiency of WLB can have significant implications on performance, job satisfaction, fulfilment, productivity rate, health, organisational allegiance and longevity in the profession. As a result, library management is expected to give paramount attention to the significance of WLB practices to get the best out of their staff (Tag-Eldeen and Shawky, 2013). For library administration wanting to be pre-emptive in planning assistance programs for workers, the implication of this research accentuates the need for an all-inclusive approach in dealing with WLB issues.

1.2 Purpose of the study
According to Clarke *et al.* (2004), WLB involves 'equilibrium or upholding [a] general sense of harmony in life'. Library workers have a significant workload to get through daily, in addition to essential reference services and their teaching/research duties as academic librarians. They are confronted with the challenge of balancing several work–life activities

such as maximising their time at work, organising household activities and/or chores and finding time during the day for breaks and relaxation, all of which has implications for the provision of library services.

Academic libraries expect their librarians to do research, whereas other categories of staff in the library need to pursue their professional development. To achieve this, administrators need to design policies that will accommodate all members of staff in the library, by being beneficial to administrative members of staff and helping to bring out the best in them at work.

This study will help to map out the factors that affect the WLB of library staff, in a bid to design workable policies that will make the work environment and working conditions conducive for members of staff.

The purpose of this study is to determine which factors affect the WLB of library staff at KDL in Nigeria. The study focused on the following research questions:

RQ1. Do librarians' demographic variables (gender, marital status, age, educational qualification and years of experience) have a significant influence on WLB within their personal environment and their work environment or their work expectations?

RQ2. What are librarians' perceptions of WLB within their personal environment, in respect of the support they receive from family?

RQ3. What are librarians' perceptions of WLB within their personal environment, in respect of the child and dependent care?

RQ4. What are librarians' perceptions of WLB within their personal environment, in respect of self-management?

RQ5. What are librarians' perceptions of WLB within their personal environment, in respect of their personal life expectations?

RQ6. What are librarians' perceptions of WLB within their personal environment, in respect of personal life satisfaction?

2. Methodology
This study adopted a positivist research paradigm because the nature of the research revealed a single social reality which can be measured quantitatively, using a reliable instrument such as a questionnaire. This study was centred on the collection of data from library staff of the KDL, University of Ibadan, which is the oldest in Nigeria. The rationale for the location of the research environment was based on convenience sampling method; which is a non-probability sampling obtained from groups with easy proximity to the researcher. Quantitative research is preferred for this study because it helps to enumerate and quantify the problem of WLB among academic librarians by way of generating numericals that can be converted into useful statistics. This has been used in this study to quantify attitudes, sentiments, opinion, behaviours and other variables and as a basis for generalisation of outcomes from a higher population.

2.1 Research design sampling procedure and data collection.
This research was driven by a descriptive survey design. Descriptive analysis is used to define different features of a population or occurrence being studied and discourses the "what" question, such as what are the characteristics of the studied population or specific situation under review (Shields and Rangarajan, 2013).

University of Ibadan is the oldest federal government university in Nigeria, with staff representing the multicultural environment in the country that has a serene academic location. Multistage sampling was used, with maximum variation (part of the purposive sampling technique) being used to select the research location (KDL at the University of Ibadan). The total sampling technique was used to zero in on the staff of the library, in which the entire library population was included in the study. In carrying out this research, KDL at the University of Ibadan in Nigeria was purposively selected for the study and all (103) staff of the library were included in the study, out of which eighty (80) returned the instruments with useful responses, representing 77.67 per cent of the population.

2.2 Instrument design and administration
The data for this study were collected using questionnaires. This method is appropriate because of the quantitative nature of the research and a large number of respondents involved; thus, the data obtained were conveyed in numerical or descriptive terms. The questionnaire was divided into two sections as follows: section A addressed the demographic variables and section B addressed the major objectives of the study. The face validity of the questionnaire was established by an expert in the Department of Information Science at the University of South Africa. A reliability and dependability test of the research instrument was done using Cronbach's alpha analysis, and the tool was confirmed to be reliable (see Table II).

3. Results and discussion

RQ1. Do librarians' demographic variables (gender, marital status, age, educational qualification and years of experience) have a significant influence on WLB within their personal environment and their work environment or their work expectations?

To determine whether gender has a significant influence on librarians' WLB, a chi-square test was conducted. The results are presented in Table III.

The table below indicates that a significant relationship exists between gender and WLB of librarians. The p-value of 0.19 is higher than the 0.05 of the degree of freedom. Based on this

Staff	Population	Questionnaires completed	%
Academic library	29	25	86.2
Library officer	36	30	83.3
Library assistant	14	10	71.4
Other	24	15	62.5
Total	*103*	*80*	*77.67*

Table I.
Kenneth Dike Library, University of Ibadan sample size

Scale	Reliability
Support from family	0.66
Childcare, dependent care	0.81
Self-management	0.78
Personal life expectation	0.90
Personal life satisfaction	0.95
Overall reliability test for the research instrument	0.96

Table II.
Reliability scale

result, it could be deduced that the gender of a librarian was influential in how they balanced their job and social lives. The findings suggest that male librarians enjoy better WLB than their female counterparts. This may imply that library management, just similar to many other organisations indulges men not only because they are discriminatory against women but also because they harbour the perception that male workers perform averagely better than female workers. It is without a doubt that both genders have the feeling of work–life imbalance, which is more on the part of women; therefore, librarians should establish a culture that will accommodate peculiar challenges confronting women in workplace, by developing initiatives of provision of flexitimes, part-time work, remote service to client and provision of childcare facilities. This will guarantee congenial and hospitable working environment for women in library services.

In most of the world, women, even those in full-time employment, spent more time on household responsibilities and chores than men. A statistics generated by an organisation in Canada established that women still engaged in 50 per cent of duties and responsibilities for which they are unpaid for at home much more than men, which makes women less satisfied with their WLB (Institute for Gender and the Economy, 2017). In Nigeria, just like most of African places, culture and tradition enforce more responsivities on women than on men at the home front. Also, inescapably, nature imposes more obligations concerning childcare on women than on men.

To ascertain whether marital status had a significant influence on librarians' WLB, a chi-square test was conducted, using 0.05 level of significance. The results are presented in Table IV.

The results indicate that the chi-square coefficient of 0.841 is higher than the 0.05 degree of freedom (level of significance). Therefore, the p-value of $0.841 > 0.05$ indicates that significance does exist between librarians' marital status and WLB. This means that being married, unmarried, widowed or cohabiting did have a significant influence on the WLB of librarians at KDL of University of Ibadan. The findings indicate that librarians, irrespective of their marital status, focused on job-related activities which they viewed as being of little influence on WLB.

This is contrary to the general perception that supports the fact that marriage undoubtedly comes with additional responsibilities which could be a significant distraction if not well managed. It is a well-documented fact that married men enjoy higher wages and are more satisfied with their job than women. The reason for this could be that culturally, women

Statistical methods	Value	Df	Asymp. Sig. (2-sided)
Pearson chi-square	58.451[a]	50	_0.193_
Likelihood ratio	77.209	50	0.008
Linear-by-linear association	0.002	1	0.965
N of valid cases	80		
Notes: [a]101 cells (99.0%) had an expected count of less than 5. The minimum expected count was 0.41			

Table III. Chi-square tests: gender

Statistical methods	Value	Df	Asymp. Sig. (2-sided)
Pearson chi-square	180.084[a]	200	_0.841_
Likelihood ratio	100.500	200	1.000
Linear-by-linear association	0.001	1	0.969
N of valid cases	80		
Notes: [a]254 cells (99.6%) had an expected count of less than 5. The minimum expected count was 0.01			

Table IV. Chi-square tests: marital status

assume the position of a home keeper and natural caregiver to children more after marriage and men are left with lower responsibilities at home and more mental space to concentrate on official duties (Casale and Posely, 2007). This advantage on the side of the male gender could lead to quicker promotion and ultimately higher wages; therefore WLB may be more favourable to married men than married women.

For the purpose of determining whether age has a significant influence on the WLB of librarians, a chi-square test was conducted because the data were obtained at the nominal level. The results are presented in Table V.

Table V shows the correlation between age and WLB based on data obtained from 80 respondents. The data revealed a p-value of 0.444, which is considered significantly positive. This means that the two variables can cohere. Thus, there was a significant relationship between age and WLB. From Table V, $P = 0.444$, and $P > 0.05$; therefore, the finding was not consistent with the stated null hypothesis. This suggests that age caused an individual's WLB to change; hence, the null hypothesis was rejected because the chi-square coefficient revealed a statistically positive significant relationship between age and WLB.

Researchers have always been disquieted about the effects of age on workers' productivities; it is often believed that the older the workers are the lesser the productivity and increase in the WLB. Another dimension to the debate is that it is vital to take into account the roles and responsibilities of older workers in mentoring and teaching young workers. In view of this, it is crucial to measure the productivity of individual worker in order to not underestimate matured workers and overestimate younger professionals; not doing this may lead to misinterpretations (Börsch-Supanab and Weiss, 2016).

To determine whether an educational qualification has a significant influence on librarians' WLB, a chi-square test was conducted. The results are presented in Table VI.

Table VI indicates that a significant relationship exists between educational qualification and the WLB of librarians. The p-value of 0.56 is higher than the 0.05 of the degree of freedom. Based on this result, it could be deduced that the educational qualification of librarians affected how they balanced their work and social lives. The implication of this finding is that highly educated librarians may enjoy a better WLB than their lowly educated counterparts. Generally, the existing body of knowledge is not unanimous concerning whether or not higher educational qualification could lead to improved WLB because certain variables like affective, psychomotor and cognitive ability could also be responsible for how people relate with self, others and the environment. But logically, it may be assumed that better education

Statistical methods	Value	Df	Asymp. Sig. (2-sided)
Pearson chi-square	151.790[a]	150	*0.444*
Likelihood ratio	126.956	150	0.914
Linear-by-linear association	1.804	1	0.179
N of valid cases	80		
Notes: [a]204 cells (100.0%) had an expected count of less than 5. The minimum expected count was 0.09			

Table V.
Chi-square tests: age

Statistical methods	Value	Df	Asymp. Sig. (2-sided)
Pearson chi-square	196.344[a]	200	*0.560*
Likelihood ratio	156.624	200	0.990
Linear-by-linear association	0.578	1	0.447
N of valid cases	80		
Notes: [a]255 cells (100.0%) had an expected count of less than 5. The minimum expected count was 0.01			

Table VI.
Chi-square tests: educational qualification

may guarantee job security and constant promotion which may lead to better remuneration that can be used to meet pressing family needs and reduced financial tension within the family circle.

To determine the relationship between librarians' years of experience and their WLB, a chi-square test was conducted. The results are presented in Table VII.

The results in Table VII show a significant p-value of 0.18, which is considered higher than the 0.05 level of significance. This indicates that librarians' years of experience have a considerable influence on their WLB. The implication of this finding is that years of experience could influence librarians' perceptions of how to cohere their work and social lives. It implies that librarians with more extensive service experience could be more flexible regarding job-related activities compared to their counterparts with fewer years of experience.

RQ2. What are librarians' perceptions of WLB within their personal environment, in respect of the support they receive from family?

The result shows that, in their personal environment, the majority of the respondents have the support of their families. A majority of 66.6 per cent stated that they often receive help from their spouses in carrying out household chores. The majority also reported that they were able to pay more attention to the cleanliness of the house with the help of family members (72.5 per cent) and that their spouses equally concentrated on the children's studies (71.3 per cent).

The survey further shows that the librarians were subjected to less stress at home, whereas the majority (68.8 per cent) also enjoyed being consulted on decisions to purchase appliances for the home. It was also revealed that the respondents were able to have a cup of coffee/tea with the family at least once a day (67.5 per cent) and can give their attention for urgent familial or personal issues immediately, with the help of family members (67.5 per cent). The majority of the respondents also received strong support from their spouses who picked them up from and dropped them off at their offices (65 per cent).

Undeniably, support received from family can help to improve workers' productivity and enhance job satisfaction; however, work–family conflict transpires when incompatibility occurs between familial and official responsibilities. This disproportion generates negative work–life boundaries; it is imperative for any establishment. Organisations and individuals should recognise the repercussions that exist between work–family conflict, as it is capable of magnifying job-related burnout, magnifying job anxiety and diminishing health status; all this could adversely affect productivity (Harpaz, 2003).

In a situation when work takes pre-eminence over family life, such individuals will experience what can be referred to as workaholism which is a situation when substantial mental space is committed to professional life at the detriment of family well-being and could have consequences on employees' contentment and fulfilment at home. A work–life imbalance is an excessive commitment to work in a manner that thwarts the ability to establish intimate connections with family which could result in sacrifice of essential family relationship, communal and leisure activities (Harpaz, 2003).

Statistical methods	Value	Df	Asymp. Sig. (2-sided)
Pearson chi-square	270.303[a]	250	*0.180*
Likelihood ratio	177.122	250	1.000
Linear-by-linear association	0.000	1	0.988
N of valid cases	80		

Notes: [a]306 cells (100.0%) had an expected count of less than 5. The minimum expected count was 0.03

Table VII.
Chi-square tests: years
of experience

RQ3. What are librarians' perceptions of WLB within their personal environment, in respect of the child and dependent care?

The librarians' perceptions regarding WLB, as it is affected by child and dependent care in their personal environment indicated that the majority of respondents had positive perceptions in this regard. The majority could talk to their children politely (std. dev. = 0.51), have patience to listen to their children's conversations (std. dev. = 0.49), have patience to sit, chat and play with their children regularly (std. dev. = 0.53) and also to take care of aged parents and in-laws (std.dev. = 0.62).

The majority of the respondents attended to their children with the help of their family (std. dev. = 0.52) and could take time off/leave to attend to sick children (std. dev. = 0.52) and care for dependents (std. dev. = 0.55). The implication is that the respondents achieved WLB depending on their environment and child and dependent care. They did not feel that priority was being given to their work, to the detriment of caring for the family.

Managing full-time employment and giving adequate attention to childcare poses a great dilemma, especially in the 21st century where women who are natural caregivers to children also wish to excel in their professional career. For instance, Robert (2016) affirmed that parents with partner who is willing to share the responsibility of caring for children have a happier and fulfilling experience in their workplace, leading to higher productivity.

RQ4. What are librarians' perceptions of WLB within their personal environment, in respect of self-management?

The respondents answer to the question about WLB in their personal environment, as it affects their self-management. The findings indicate that the self-management of librarians has not been severely affected by their work. Each of the statements (except for item 5) has mean scores above two points, which is an indication that their self-management was good. The table shows that the respondents have enough time to think, plan and schedule their day-to-day activities ($\bar{x} = 2.01$), have the time and energy to engage in leisure activities ($\bar{x} = 2.10$) and have sufficient time to relax ($\bar{x} = 2.27$) and to do physical exercise ($\bar{x} = 2.21$).

Maintaining balance is when adequate time is dedicated to every aspect of life, not at the detriment of others aspect of life. This includes self-management which is the ability to choose undertakings and attitudes that bring positive reactions. These progressive reactions include the ability to manage stress so that unmanaged stress will not diminish productive activities and adversely affect mental and emotional well-being (Henrikson, 2009).

Ability to managing personal activities is a self-regulatory skill to adjust one's feelings, thoughts and conduct efficiently in different circumstances. This comprises encouraging oneself and setting personal, professional and academic objectives. Workers with strong self-management capability are competent in carrying out activities efficiently, including organisation of timelines, concentrating on essential tasks and collaborating with others in workplace and home to accomplish a task (Iongh *et al.*, 2015).

RQ5. What are librarians' perceptions of WLB within their personal environment, in respect of their personal life expectations?

The question which sought to determine librarians' perceptions of their WLB in their personal environment, with regard to personal life expectation, shows that the majority reported positive responses. The majority wants to eat a leisurely breakfast (78.8 per cent), go on family trips or vacations at least once a year (76.3 per cent) and need to relax for a minimum of two hours per day (75 per cent).

The majority also wanted to spend a relaxed weekend shopping or out with their partner (73.8 per cent), to spend quality time with their partner (72.5 per cent), to enjoy and celebrate their children's birthdays and also shop for festivals (71.3 per cent), to socialise at

least twice a week (73.8 per cent), to have regular contact with the relatives, family and friends (72.5 per cent) and to have their partner pick them up and drop them at the office (71.3 per cent). The findings show that the personal life expectations of librarians were not negatively affected by their work.

RQ6. What are librarians' perceptions of WLB within their personal environment, in respect of personal life satisfaction?

To determine librarians' perceptions of their WLB in respect to personal life satisfaction, the result of the survey shows that the majority of respondents were positive on that score. The majority were happy to sleep a minimum of eight hours a night (82.5 per cent), had breakfast without hurrying (77.5 per cent) and were satisfied with family trips/vacations once a year (75 per cent).

The majority were also satisfied with the leisure hours they had on weekends (75 per cent), the time spent with their partners (73.8 per cent), the quality time they spent alone (71.3 per cent), the celebrations of their children's birthdays (71.3 per cent), their travelling arrangements (73.8 per cent), their ideal life as planned (71.3 per cent) and a quality family life, firmly built on the right WLB (70 per cent). The findings show that respondents' personal life satisfaction was not negatively affected by their work.

Job satisfaction is a feeling of experiencing fulfilment in carrying out responsibility; the optimistic outlook is believed to be capable of triggering high performance and increased productivity. Lack of job satisfaction would adversely affect WLB and bring negative consequences leading to absenteeism, low turnover, frequent sick leave and job burnout (Jackinda, 2016).

4. Conclusions and recommendation
This study focuses on organisational behaviour of staff at the KDL of the University of Ibadan; their WLB was appraised against different variables such as demographic variables (gender, marital status, age, educational qualification and years of experience), concerning working environment, support from the family, child and dependent care, self-management and personal life satisfaction. This is a study of human behaviour in an organisational context, and how dependent, independent and intervening variables affect their productivities. WLB occurs in a situation where a balanced relationship is established between private and professional life, without one negatively affecting another.

The study confirms the long-held prejudice that male workers enjoy better WLB than women do. This may be unintentional; nonetheless, it is a reality in most workplaces (librarians are no exception). This could, arguably, have consequences for employees' productivity and career progression. Ultimately, the research uncovered the possibility that even when similarly-skilled men and women are evaluated productively men have the edge over the female counterpart. This result has been confirmed by many scholars, including Eveline and Booth (2002), who looked beyond the organisational rhetoric of employing women and to the actual gender politics in the workplace, in a study among miners. Generally, male workers are more open to enhanced work conditions and reduced work–family conflict. Culturally and biologically, men are exempt from certain responsibilities relating to childcare and home management, whereas women frequently find that family life interferes with their workplace responsibilities.

The study revealed that marital status could influence the WLB of librarians. It has been observed that married people do their best to work hard at sustaining in their jobs because of the trickle-down effect of being unemployed will have on the livelihood of the family. Marriage thus entails attentive planning and cautious investment that can only be guaranteed by a constant financial flow, while being employed. Single workers are generally perceived to be less responsible, mature and well-balanced than married people. Unmarried

workers are perceived to enjoy better work mobility than their married counterparts; therefore, they are generally considered as not being committed to an organisation.

This study suggests that age causes the WLB to change, the implication being that an ageing workforce has an impact on adaptation, output and innovation. A study by Steven *et al.* (2016) revealed stereotypes about the fact that age- reduced productivity led to reluctance to change, diminished learning ability and heightened memory loss. It was also indicative of poor health, reduced capacity, dwindling enthusiasm and low response to innovation. These are not applicable in all cases where age is a factor.

The results also show considerable support from the family, which correlates positively with WLB. The respondents reported receiving solid support from their loved ones. The implication is that multiple support systems (family, friends) boosted productivity at work: Marcello *et al.* (2016) indicate that support from the family augments and enhances positive energy, which helps workers achieve balance in the workplace.

This research also established that child and dependent care created a positive WLB for librarians at the University of Ibadan, who could balance the demands of the office with childcare. This is not the case in many establishments and has prompted the Organisation for Economic Co-operation and Development (OECD, 2007) to call for a more family-friendly working environment policy framework. The policy itemised tax and other benefits, provided parental and maternity leaves, day care, out-of-school-hours care and adjustment in office practices, such as access to part-time and flexible working hours.

In evaluating WLB concerning self-management, most respondents claimed to have ample opportunity for leisure, prayer and general self-improvement activities. This may not reflect the general trend in the country, especially in more urban centres where many workers are overwhelmed by the pressures of the office environment. The implication of this finding is the acknowledgement that efficiently managing one's self is vital for improving productivity.

In assessing the effect of WLB on personal expectations, the respondents seemed to cope well. Although it was established that some workers have difficulty harmonising their official responsibilities with their personal aspirations, it is useful to emphasise the practical effect of managing those expectations in a manner that it will boost motivation, provide a sense of direction and improve productivity. Librarians, just like many professionals, need to be skilled at aligning deadlines with realistic goals and objectives, so that their personal expectations do not become destructive or counterproductive.

In evaluating the importance of personal life satisfaction for WLB, the results of this research show a positive correlation; therefore, it is safe to deduce that library workers at the KDL at the University of Ibadan are able to balance their personal activities with their official responsibilities. This discovery was supported by researchers who opined that workplace satisfaction has numerous desirable effects, including improved performance, strengthened organisational citizenship behaviour or loyalty to the workplace, reduced absenteeism and heightened life satisfaction (Wenceslao *et al.*, 2017).

Given the findings, the authors recommended that future studies be carried out using qualitative research in the form of interviews, to gather data which will provide a clearer understanding of the subject matter and in-depth understanding of data and opinions.

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Corresponding author
Oluwole O. Durodolu can be contacted at: woledurodolu@gmail.com