Self Concept and Job Satisfaction of Office Information Managers in Private Universities in Ibadan, Oyo State, Nigeria

Ayantoro D. Quadri
Department of Information Management,
Lead City University, Ibadan.
Ayanwole.ayantoro@lcu.edu.ng

&

Sophia V. Adeyeye
Department of Information Management,
Lead City University, Ibadan.
Adeyeye.sophia@lcu.edu.ng

Abstract

The interplay between self-concept and job satisfaction among office information managers warrants significant attention due to its potential implications for individual well-being and organizational effectiveness. This study, examined the influence of self-concept on job satisfaction of office information managers in Private Universities, Ibadan, Oyo State. The study is a survey. The populations consist of 130 office information managers from six private universities in Ibadan. Total enumeration was used to sample all the 130 respondents. Data was collected using questionnaire. The data collected was analyzed using both descriptive and inferential statistics. The study found a very high job satisfaction level (Mean=3.9) and amoderate self-concept (Mean=2.7) among respondents. The test of hypothesis showed that self-concept has no significant influence on job satisfaction (Adj.R^2= 0.026, $F(1,103)$=2.699, p=.103[b]). The study concluded that by shedding light on these dynamics, this article provides valuable insights for organizational leaders, human resource practitioners, and office information managers themselves, enabling them to leverage self-concept principles to cultivate a fulfilling and rewarding work experience. It therefore recommends Universities should encourage self-awareness and self-development among office information managers. Providing opportunities for personal and professional growth, mentorship programs, and self-confidence-building initiatives can help strengthen their self-concept.

Keywords: Self-concept, Employee Satisfaction, Secretaries, office information managers, self-efficacy.

*Word count:*199

Introduction

In today's dynamic and competitive workplace environments, the role of office information managers popularly known as secretaries has become increasingly crucial. These professionals serve as the backbone of organizational operations, managing data, communication channels, and information flow essential for effective decision-making. However, beyond their technical skills and managerial duties, the subjective experiences of office information managers, particularly regarding their self-concept and job satisfaction, play a pivotal role in shaping their performance and overall organizational outcomes.

Self-concept refers to the perception individuals hold about themselves, encompassing beliefs, attitudes, and evaluations of their abilities, roles, and identities within various contexts (Varshney, & Varshney, 2023). Within the realm of professional life, self-concept influences how individuals perceive their competence, worth, and significance in their roles (Fitzgerald, 2020). For office information managers, their self-concept not only shapes their self-esteem but also influences their approach to tasks, interactions with colleagues, and response to challenges within the workplace. There has been several theoretical unpinning of self-concept like Albert Bandura self-efficacy model, Carl, Rogers Theory of self and so on. This study however make us of measures like Self –Fulfilment, Autonomy, Emotional Adjustment and Honesty with Self.

On the other hand, job satisfaction reflects the extent to which individuals find fulfillment, gratification, and contentment in their work roles. It encompasses various facets, including intrinsic motivators such as the nature of the work itself, extrinsic factors like salary and benefits, and psychosocial aspects like relationships with colleagues and supervisors. Understanding the determinants of job satisfaction is crucial for organizations seeking to enhance employee engagement, productivity, and retention. According to Herzberg's motivator-hygiene theory, job satisfaction and unhappiness are two separate notions rather than two opposed extremes of the same continuum. "Motivating" variables such as pay and perks, fringe benefits, and contingent rewards must be met before a person can be content with their job. On the other side, "hygiene" elements (such as working circumstances, nature of work, communication aspects, and coworker support) are linked to job discontent. Because hygiene and motivation are separate variables, healthcare personnel may be neither satisfied nor unsatisfied. According to the hypothesis, when working conditions (hygiene elements) are insufficient, the employee is displeased;

nevertheless, when these variables are high, the employee is not dissatisfied (or neutral), but rather (Herzberg, 1974).

The interplay between self-concept and job satisfaction among office information managers warrants significant attention due to its potential implications for individual well-being and organizational effectiveness. A positive self-concept can bolster confidence, resilience, and adaptability, fostering a sense of mastery and fulfillment in one's professional role. Conversely, negative self-concept perceptions may undermine confidence, leading to feelings of inadequacy, stress, and dissatisfaction with work.

Based on the foregoing, this article explores the intricate relationship between self-concept and job satisfaction among office information managers working in private universities in Ibadan, Oyo State.

Objective of the study

1. To determine the level of job satisfaction of office information managers working in private universities Ibadan, Oyo State.

2. To understand the prevalent dimension of self-concept among office information managers working in private universities in Ibadan, Oyo State.

Null Hypothesis

1. Self-Concept does not have significant influence on job satisfaction of office information managers working in private universities in Ibadan, Oyo State.

Review of Related Literatures

Several studies have been conducted in relation to the concept of self as it relates to job satisfaction. Two researchers in their study titled 'Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis' The meta-analysis which examines the relationship between self-concept and job satisfaction across various studies findings suggest a significant positive correlation between self-concept and job satisfaction, indicating that individuals with a more positive self-concept tend to report higher levels of job satisfaction (Judge & Bono, 2001). This means that a negative self-concept will cause job dissatisfaction.

In a related study that focused specifically on healthcare professionals, the study explores how self-concept impacts job satisfaction within the context of the healthcare industry. It identifies factors such as perceived competence, autonomy, and social support as key

components of self-concept that influence job satisfaction among healthcare workers. The study found that job satisfaction had correlation with professional self-concept and self-efficacy, which is evidence in the regression model explain (12.6%) of job satisfaction. Professional self-concept was factor influencing job satisfaction. It was recommended that professional self-concept enhancement strategies and self-efficacy improvement programs should be developed to improve job satisfaction (Park, Han, & Jo, 2016).

Another research investigates the mediating role of psychological empowerment in the relationship between self-concept, job satisfaction, and organizational commitment. The study found that employees with a positive self-concept experience higher level of psychological empowerment, leading to increased job satisfaction and organizational commitment (Avey, Luthans, & Jensen, 2009).

Furthermore, Min (2018) conducted a study using age, work intensity, self-esteem and professional self-concept as factors' influencing job satisfaction of the organization environment. The explanatory of the model was 29.0% which means that Professional self-concept, self-esteem and job satisfaction in the office environment are related. Based on this finding, the author recommended that institutional support should be put in place to organize programs that would enhance the improvement of job satisfaction of the organizational commitment.

These pieces of literature collectively affirm the inevitable role and significance of self (positive and negative) concept on employee job satisfaction.

Methodology

The study adopted a descriptive survey research method. The population consist of 130 office information managers from six private universities in Ibadan. Total enumeration was used to sample all the 130 respondents. Data was collected using questionnaire. The data collected was analyzed using both descriptive and inferential statistics.

Analysis

Among the 105 respondents, 43 are male (41%) and 62 are female (59%). In terms of marital status, 40 respondents are single (38.1%), and 65 are married (61.9%). The educational distribution reveals that 56.2% of the respondents hold a Bachelor of Science (BSc) degree, 29.5% have a Master's degree, 10.5% possess a PhD., and 3.8% fall into the "Others" category. In addition, 46.7% of the respondents work up to 40 hours, 47.6% work

between 41-48 hours, 4.8% work 49-60 hours, and only 1.0% work more than 60 hours per week. Work experience of the respondents revealed that 22.9% have 0-3 years of work experience, 20.0% have 4-6 years, 10.5% have 7-9 years, 9.5% have 10-12 years, and the largest group, 37.1%, have 12 or more years of work experience.

4.3. Analysis of Research Objectives

Objective One

What is the level of job satisfaction of office managers in private universities in Oyo State?

Table 1: Level of Job Satisfaction of Office Managers in private Universities

Keys: Strongly agree=SA; Agree=A; Undecided=U; Disagree = D; Strongly Disagree=SD

Options Organizational Policies	SA	A	U	D	SD	Mean
I am satisfied with the organization policy	27 (25.7%)	73 (69.5%)	3 (2.9%)	1 (1.0%)	1 (1.0%)	4.18
The organization policy is fair	13 (12.4%)	74 (70.5%)	10 (9.5%)	3 (2.9%)	5 (4.8%)	3.83
I have my reservations concerning the policy	19 (18.1%)	49 (46.7%)	24 (22.9%)	13 (12.4%)		3.70
Average Mean						**3.9**
Supervision	**SA**	**A**	**U**	**D**	**SD**	**Mean**
I am satisfied with my supervisor's style of supervision	25 (23.8%)	62 (59.0%)	3 (2.9%)	3 (2.9%)	12 (11.4%)	3.81
I trust my supervisor	3 (34.3%)	56 (53.3%)	1 (1.0%)		12 (11.4%)	3.99
My supervisor allows for feedback	47 (44.8%)	58 (55.2%)				4.45
Average Mean						**4.1**
Salary	**SA**	**A**	**U**	**D**	**SD**	**Mean**
My salary is satisfactory compared to other organizations	45 (42.9%)	59 (56.2%)	1 (1.0%)			4.42
Aside salary there are other benefits	17 (16.2%)	53 (50.5%)	10 (9.5%)	12 (11.4%)	13 (12.4%)	3.47

The organization have clear policies related to salaries, raises and bonuses?	14 (13.3%)	57 (54.3%)	13 (12.4%)	12 (11.4%)	9 (8.6%)	3.52
Average Mean						**3.8**
Interpersonal Relationships	**SA**	**A**	**U**	**D**	**SD**	**Mean**
I have opportunities to socialize with other during the workday?	21 (20.0%)	33 (31.4%)	18 (17.1%)	12 (11.4%)	21 (20.0%)	3.20
There is social media platform for socialization	38 (36.2%)	36 (34.3%)	26 (24.8%)		5 (4.8%)	3.97
I enjoy a sense of belonging	36 (34.3%)	37 (35.2%)	20 (19.0%)	10 (9.5%)	2 (1.9%)	3.90
Average Mean						**3.7**
Working Condition	**SA**	**A**	**U**	**De**	**SD**	**Mean**
My office is well equipped with ideal equipment	36 (34.3%)	48 (45.7%)	8(7.6%)	7 (6.7%)	6 (5.7%)	3.96
I have adequate personal space and freedom	23 (21.9%)	46 (43.8%)	18 (17.1%)	10 (9.5%)	8 (7.6%)	3.63
My office is conducive atmospherically	21 (20.0%)	56 (53.3%)	18 (17.1%)	3 (2.9%)	7 (6.7%)	3.77
Average Mean						**3.8**
Work It self	**SA**	**A**	**U**	**D**	**SD**	**Mean**
I enjoy my work	27 (25.7%)	43 (41.0%)	14 (13.3%)	15 (14.3%)	6 (5.7%)	3.67
I always feel needed at work	47 (44.8%)	54 (51.4%)	3 (2.9%)	1 (1.0%)		4.40
I always feel a sense of efficiency base on commendation from my boss	34 (32.4%)	57 (54.3%)	6(5.7%)	1 (1.0%)	7 (6.7%)	4.05
Average Mean						**4.04**
Achievement	**SA**	**A**	**U**	**D**	**SD**	**Mean**
I have achieved a lot with my prowess	38 (36.2%)	58 (55.2%)	2 (1.9%)	6 (5.7%)	1 (1.0%)	4.20
I receive regular,	41	50	13		1	4.24

	SA	A	U	D	SD	Mean
timely feedback on how I am doing	(39.0%)	(47.6%)	(12.4%)		(1.0%)	
I believed I am very useful and my skill is effectively utilized	16 (15.2%)	68 (64.8%)	13 (12.4%)		8 (7.6%)	3.80
Average Mean						**4.1**
Recognition	**SA**	**A**	**U**	**D**	**SD**	**Mean**
I am always recognized for my major accomplishments on the job	28 (26.7%)	56 (53.3%)	10 (9.5%)	10 (9.5%)	1 (1.0%)	3.95
I always receive commendations from my boss	13 (12.4%)	66 (62.9%)	14 (13.3%)	1 (1.0%)	11 (10.5%)	3.66
There is special reward for staff exceptional performance	24 (22.9%)	52 (49.5%)	21 (20.0%)	7 (6.7%)	1 (1.0%)	3.87
Average Mean						**3.8**
Responsibility	**SA**	**A**	**U**	**D**	**SD**	**Mean**
I enjoy work autonomy	15 (14.3%)	41 (39.0%)	21 (20.0%)	10 (9.5%)	18 (17.1%)	3.24
I feel responsible for what ever happens	16 (15.2%)	73 (69.5%)	14 (13.3%)	1 (1.0%)	1 (1.0%)	3.97
I feel relieved whenever I am given a task to achieve	15 (14.3%)	62 (59.0%)	20 (19.0%)	3 (2.9%)	5 (4.8%)	3.75
Average Mean						**3.7**
Advancement	**SA**	**A**	**U**	**D**	**SD**	**Mean**
I receive promotion as at when due	27 (25.7%)	61 (58.1%)	4(3.8%)	7 (6.7%)	6 (5.7%)	3.91
I have opportunity to further my education, go to conferences, and workshops	28 (26.7%)	44 (41.9%)	13 (12.4%)	9 (8.6%)	11 (10.5%)	3.66
I like the pace at which my career is moving	38 (36.2%)	46 (43.8%)	9 (8.6%)	1 (1.0%)	11 (10.5%)	3.94
Average Mean						**3.8**
Grand Mean						**3.5**

Decision rule -1.00 - 1.99 = very low, 2.00 - 2.50 = low, 2.51 – 2.99 Moderate, 3.00 – 3-49 = high, 3.50-4.00= very high.

Looking at both the hygiene (Organizational Policies, Supervision, Salary, Interpersonal Relationships and Working Condition) and motivator (Work It self, Achievement, Recognition, Responsibility and Advancement) as measure of job satisfaction. From the table above with both hygiene factors and motivator having an average mean of 3.8 each, and a grand mean of 3.5 showed that there is a high-level job satisfaction among the respondents.

What is the Self-concept of Office Managers in Private Universities in Oyo State?

Table 2. Self-concept of Office Managers in Private Universities

Keys: Strongly agree=SA; Agree=A; Undecided=U; Disagree = D; Strongly Disagree=SD

Options Self - Fulfilment	SA	A	U	D	SD	Mean
I am satisfied with what I am achieving in my life.	28 (26.7%)	39 (37.1%)		23 (21.9%)	15 (14.3%)	2.76
So far, I have achieved every important goal I have set for myself.	8 (7.6%)	34 (32.4%)		41 (39.0%)	22 (21.0%)	2.27
I have yet to achieve anything I consider to be important in my life.	17 (16.2%)	52 (49.5%)		15 (14.3%)	21 (20.0%)	2.62
I feel proud of how I am managing my life.	37 (35.2%)	44 (41.9%)	1 (1.0%)	17 (16.2%)	6 (5.7%)	3.10
Average Mean						**2.7**
Autonomy	SA	A	U	De	SD	Mean
I depend on other people more than the majority of those I know	4 (3.8%)	10 (9.5%)	4 (3.8%)	53 (50.5%)	34 (32.4%)	1.96

In order to do anything, I first need other people's approval.	3 (2.9%)	19 (18.1%)	4 (3.8%)	45 (42.9%)	34 (32.4%)	2.03
I find it hard to embark on anything without other people's support.	8 (7.6%)	19 (18.1%)		51 (48.6%)	27 (25.7%)	2.08
When taking a decision, I depend too much on other people's opinions.	9 (8.6%)	11(10.5%)		59 (56.2%)	26 (24.8%)	2.03
Average Mean						**2.02**
Emotional Adjustment	**SA**	**A**	**U**	**De**	**SD**	**Mean**
If I'm feeling down, I find it hard to snap out of it.	5 (4.8%)	32 (30.5%)		39 (37.1%)	29 (27.6%)	2.12
I consider myself to be a very uptight and highly strong person.	36 (34.3%)	37 (35.2%)		22 (21.0%)	10 (9.5%)	2.94
I am more sensitive than the majority of people.	24 (22.9%)	52 (49.5%)	1 (1.0%)	24 (22.9%)	4 (3.8%)	2.94
I am an emotionally strong person.	28 (26.7%)	60 (57.1%)	1(1.0%)	13 (12.4%)	3 (2.9%)	3.10
Average Mean						**2.8**
Honesty with Self	**SA**	**A**	**U**	**De**	**SD**	**Mean**
I am a trustworthy person.	49 (46.7%)	44 (41.9%)	2 (1.9%)	4 (3.8%)	6 (5.7%)	3.35
I am a man/woman of my word(mentall	64 (61.0%)	36 (34.3%)		5 (4.8%)		3.56

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I am a decent, honest person.	48 (45.7%)	50 (47.6%)		7 (6.7%)	3.32
I try not to do anything that might hurt others.	57 (54.3%)	46 (43.8%)	1 (1.0%)	1 (1.0%)	3.54
Average Mean					**3.4**
Grand Mean					**2.7**

Decision rule 1.00 - 1.99 = very low, 2.00 - 2.50 = low, 2.51 – 2.99 Moderate, 3.00 – 3-49 = high, 3.50-4.00= very high.

From the table above, The overall perception regarding self-fulfilment, as reflected in the average mean of 2.7, is moderately positive, indicating a diverse range of feelings among respondents regarding their life accomplishments and goals. The overall sentiment regarding autonomy, as reflected in the average mean of 2.02, is moderately low, with a strong consensus among respondents on their self-reliance and independence. The overall sentiment regarding emotional adjustment, as reflected in the average mean of 2.8, is moderately positive, with a diverse range of self-perceptions among respondents. The overall response regarding honesty, as reflected in the average mean of 3.4, is extremely positive, with a strong consensus among respondents about their personal integrity and commitment to ethical behavior. The overall grand mean of 2.7 shows a moderate perception of respondents about their concept of self.

Hypothesis: There is no significant influence of self -concept on job satisfaction of office managers in private universities, Oyo State.

Table 3: Significant Influence of Self Concept on Job Satisfaction of Office Information Managers in Private Universities in Oyo State.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.160[a]	.026	.016	.42316

a. Predictors: (Constant), Self-concept

Anova[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.483	1	.483	2.699	.103[b]
	Residual	18.444	103	.179		
	Total	18.927	104			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Self-concept

The results of ANOVA (Overall Model Significance) of regression test which revealed that self-concept has significant weak influence on Job satisfaction of Office manager in Private Universities, Ibadan, Oyo State, Nigeria. This can be explained by the F-value (2.699) and p-value (0.000[b]) which is statistically significant at 95% confidence interval. Hence, the result posited that self-concept has a strong positive significant influence on the Job satisfaction of Office manager in Private Universities, Ibadan, Oyo State, Nigeria. Furthermore, the results of regression coefficients in table 4.7c revealed that at 95% confidence level, a unit change in self-concept will lead to a 0.187increases in the Job satisfaction of Office manager in Private Universities, Ibadan, Oyo State, Nigeria, given that all other factors are held constant.

On the strength of this result (Adj.R^2= 0.026, F(1,103)=2.699, p=.103[b]), the null hypothesis which states that there will be no significant influence of Self-concept on Job satisfaction of Office manager in Private Universities, Ibadan, Oyo State, Nigeria is hereby accepted.

Discussion of Findings

The study found a high-level job satisfaction based on both the hygiene and motivators constructs of Herzberg' theory. This means that both hygiene and motivators can trigger

job satisfaction among office information managers. This is finding is supported by the postulators of the herzbergstheory, the study affirms the effectiveness of Hezbergs theory by previous studies. The finding of this study was moreover, supported in a study on the application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals where job dissatisfaction was reported among nurses as a result of the absence of the hygiene factors and some of the motivators in accordance with Hertzberg's theory (Alrawahi, Sellgren, Altouby, Alwahaibi, &Brommels, 2020). Since the influence could be positive or negative, it is necessary for organizations as stated by the theorist to improve both motivators and hygiene factors thus increasing employee job satisfaction and improving employee job dissatisfaction. A research study conducted on workers employed in the service industry in Ghana revealed that certain criteria had significant importance for the workers themselves. The factors of job security, working circumstances, and relationships with subordinates and supervisors were essential in determining individuals' job satisfaction. While Herzberg's hygiene criteria do contribute to employee satisfaction, it is posited that a greater level of appreciation for their job will enhance employee satisfaction even further (Sarwar S. &Abugre 2013).

For the second objective, the study found on the overall, a moderate level of self, as self-fulfilment was moderate with 2.7 mean score, self-autonomy was low with 2.02 average mean score, emotional adjustment was found to be moderate with 2.8 average mean score, honesty was found high with 3.4 mean score. Therefore, the study revealed that self-fulfilmentregarding the respondent'slife accomplishments and goals, self-reliance and independence as well as personal integrity and commitment to ethical behavior were moderate. This indicated that the respondents' concept of self is moderate. As a result, this finding is in tandem with a study where it was found that overwhelmingly, 93% of people who reported

high job satisfaction also said they were satisfied with themselves, versus 81% of respondents who were moderately satisfied with their jobs, and 54% who reported low satisfaction. Similarly, 92% of people who were highly satisfied with their jobs had a positive attitude towards themselves versus just 53% of those with low job satisfaction. Beyond being happy with their jobs, people who were happy with the quality of work they produced had a better quality of life and higher self-esteem. Compared to 51% of people who were missing expectations at work, 85% of people exceeding expectations said they were satisfied with their lives overall, and 84% said they take a positive attitude towards themselvesSkynova, 2023).

However, contrary to these findings is the finding of a related studyexamining relationship between teachers' self-efficacy andjob satisfaction, where it was found in the study that teachers with high level of self - efficacy were likely to achieve more educational outcomes compared to those with lower self-efficacy (Türkoglu, MCansoy, &Parlar, 2017). This means that a very high positive perception of self can result in very high effectiveness in one's job

The test of hypothesis revealed that self-concept does not have significant influence on job satisfaction of office information managers in private universities, Ibadan, Oyo State. The implication of this finding is that low self-perception will result in low job satisfaction, moderate self-perception will result in moderate job satisfaction while high self-perception would result in high job satisfaction. Therefore, It is important for individuals with low self-worth to recognize the impact it can have on their job performance and take steps to address it. This can include seeking support from a therapist or counsellor, practicing self-care, and setting achievable goals to build confidence. Moreso, Employers can also play a role in supporting employees with low self-worth by providing resources for mental health

support and creating a positive work environment that values and recognizes employees' contributions.

Summary

The study found a very high satisfaction of information managers with their job with a grand mean score of 3.5. All the measures were found to be very high among office information managers

The study found a moderate level perception of self among office information managers. This mean that information managers personal assessment of themselves based on self-fulfillment, self-autonomy, self-emotional adjustment and honesty was adjudged moderate

Hypothesis found that there was no significant influence of self-concept on job satisfaction among office information managers. This therefore calls for the acceptance of the null hypothesis which state that there will be no significant influence of self-concept on job satisfaction of office information managers.

Conclusion

The study found that self-concept did not have a direct influence on job satisfaction for office information managers. This finding may suggest that other factors, such as job-related tasks and organizational culture, play a more substantial role in shaping their job satisfaction.

Recommendation

1. To address the first objective, it is recommended that private universities in Oyo State regularly assess the job satisfaction levels of office information managers through surveys or feedback mechanisms. This will enable them to identify areas for

improvement and tailor policies and initiatives to enhance job satisfaction among this professional group.

2. Universities should encourage self-awareness and self-development among office information managers. Providing opportunities for personal and professional growth, mentorship programs, and self-confidence-building initiatives can help strengthen their self-concept.

3. Ultimately, employee should know that understanding and nurturing the a positive self-concept holds the potential to drive individual well-being, organizational performance, and long-term success in today's dynamic workplace landscape

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