

# An Empirical Exploration of Psychological Well-Being's Mediating Influence on Work-Life Balance and Employee Performance in Ghanaian Public Hospitals

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## ABSTRACT

**Manuscript type:** Research paper

**Research aims:** This study examines how psychological well-being mediates work-life balance and employee performance in Ghana's public hospitals.

**Design/Methodology/Approach:** The Study used a quantitative design. In AMOS version 23, structural equation modelling was used to analyse the data obtained from 350 participants through a simple random technique.

**Research findings:** This study shows that work-life balance has a strong positive correlation between psychological well-being and employee performance. The study also finds a considerable positive association between psychological well-being and worker performance, and more importantly, the results showed psychological well-being as a mediator in the relationship between work-life balance and employee performance.

**Theoretical contribution:** Empirical evidence supports the Conservation of Resource Theory, making them relevant to Ghana's public hospitals.

**Practitioner/Policy implications:** These findings add to organisational psychology by emphasizing the importance of supportive work environments, work-life balance, and psychological well-being in healthcare employee performance.

**Research limitation/Implication:** The limited sample size used in this study limits the generalisability of the results. A larger sample size could increase the results' robustness.

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**JEL Classification:** M12, I12, J24

## 1. Introduction

The notion of achieving work-life balance (WLB) is a subject that garners considerable attention among employees across all sectors, encompassing both private and public spheres (Preena, 2021). WLB refers to integrating various aspects of people's lives, and its impact can be felt across society. Poor WLB's detriments can affect employers and employees (Bellmann & Hübler, 2021). According to the Global Organization for Stress (2020), work-related stress affects 60 percent of people globally. WLB impacts not only the balancing of personal and professional obligations but also an individual's cognitive, emotional, and financial well-being (Baquero, 2023). Organizations with poor WLB experience exhibit reduced productivity, absenteeism, and increased understaffing, hiring, and training costs (Wade, 2023; Oloyede & Soyemi, 2022).

Within the academic discourse of organizational literature, employee performance has become an important topic of discussion. Organizations allocate substantial efforts towards enhancing their returns, and the inability to attain these returns can impede business investment strategies and ultimately result in corporate failure (Danilwan & Dirhamsyah, 2022; Tafti et al., 2022). The correlation between a company's performance and the economic prosperity of a nation has been extensively studied, with researchers conducting comprehensive investigations to identify the factors that influence business outcomes (Wu et al., 2023). The influence of psychological well-being on organizational effectiveness is a crucial element to consider. Numerous studies have shown a strong correlation between workers' psychological health and their levels of motivation, job satisfaction, and performance (Deci & Ryan, 2008; Kosec et al., 2022; Zahoor et al., 2022; Chao et al., 2023).

Scholarly studies in the last few years have primarily focused on the relationship between WLB, psychological well-being (PW), and employee performance (EP) in developed countries; developing economies have received less attention (Zahoor et al., 2022; Raja et al., 2022). Scholars have acknowledged the significance of psychological well-being as a factor that influences performance (Wang et al., 2022; Obrenovic et al., 2020). Asiedu-Appiah et al. (2016) studied in Ghana, highlighting paid employment and non-work activities as prominent

domains. They found that individuals who worked longer hours saw a reduction in their time spent at home, resulting in missed opportunities for engaging in family and social activities.

Nevertheless, a dearth of scholarly investigations concerning the correlation between WLB and EP in Ghana's health sector exists. The majority of study endeavours have primarily focused on the education sector, as exemplified by the works of Edwards and Oteng (2019), Austinson (2022), and Frehiwot et al. (2022). In a recent investigation conducted by Oppong Peprah (2023), the primary focus was on professional service organizations in Accra. The study mostly involved individuals working in accounting, consulting, and financial advising, highlighting the need for further research in the health sector.

Further, a quantitative study by Preena (2021) examined how WLB affects EP. WLB was positively correlated with employee performance in a self-administered questionnaire of 84 employees at a major Sri Lankan shipping company. Regression and correlation analysis supported this finding. Preena (2021) proposes an enhanced model that advocates for a more comprehensive understanding of this relationship. This involves integrating moderating and mediating variables to enrich the analysis.

Moreover, Paramita and Supartha (2022) explored how workplace stress mediates compensation, work-life balance, and worker performance. They reported that work stress considerably adversely impacts EP, yet remuneration and WLB improve performance while reducing stress. Work stress was a moderating factor in compensation, WLB, and EP. The authors recommend studying factors that can attenuate the effects of remuneration and WLB on EP.

WLB is becoming more widely recognized in contemporary businesses for its beneficial effects on worker performance and well-being. Although this connection has been acknowledged, the specific mechanisms that explain this association are still not well comprehended (Emre & De Spiegeleare, 2021; Cheung et al., 2022; Strassburger et al., 2023; Kaltainen & Hakanen, 2023).

The primary objective of this study is to examine the influence of WLB on EP, specifically by looking at how psychological well-being (PWB) plays a role in mediating this relationship. This study employs the conservation of resource (COR) theory as the theoretical framework to explore the relationships between these variables in Ghana's health sector. Our objective is to fill the existing study gap and get a more comprehensive comprehension of the mechanisms underlying the connection between WLB, PWB, and EP in this setting.

Gaining insight into the impact of WLB on EP and the intermediate function PWB may help health service administrators optimize staffing schedules and workload allocation to enhance performance outcomes among healthcare professionals. Acquiring this information can result in enhanced quality of care for patients and increased efficiency within the organization as a whole. Further, HR managers can utilize the results of this study to create focused interventions and support systems that enhance WLB and PWB among healthcare personnel. By attending to these aspects, human resource managers can augment employee contentment, diminish turnover rates, and increase organizational productivity and reputation. Additionally, policymakers can employ the knowledge gained from this study to guide the creation of laws and regulations that promote a more conducive work environment in the healthcare sector of Ghana. Policymakers can improve the overall well-being of healthcare professionals and improve the quality of healthcare delivery in the country by advocating for WLB and giving importance to PWB. Finally, organizations in the Ghanaian health sector need to comprehend the correlation between WLB, PWB, and EP to foster a supportive and productive work culture. Organizations can promote staff engagement, retention, and overall performance, leading to better patient outcomes and organizational success, by introducing initiatives to improve WLB and support PWB.

## **2. Theoretical background and hypothesis development**

### **2.1 *Resource Conservation Theory***

The COR Theory, introduced by Hobfoll (1988, 1989), offers a complete framework for appreciating stress by highlighting individuals' endeavours to obtain, develop, and safeguard valuable resources. Stress arises when there is a loss, threat, or insufficient replenishment of resources, which can be either real (such as home or time) or psychological (such as an optimistic outlook). The COR Theory challenges conventional stress models due to their limited ability to anticipate outcomes accurately. Instead, it proposes a comprehensive approach that highlights the influence of the environment in shaping stress processes.

Hobfoll (1989, 2001) introduced two fundamental elements of the COR hypothesis. One important point is that, according to Hobfoll (2001), the loss of resources has a greater impact than the acquisition of resources. This concept is mostly based on psychology research,

which has shown that negative situations typically stimulate more intense physiological, emotional, cognitive, and behavioral reactions compared to complementary or beneficial incidence (Taylor, 1991). The second primary tenet of COR underscores the significance of allocating resources. This encyclopedia entry was once affiliated with the now-defunct Sloan Work and Family Research Network. According to Hobfoll (2001), individuals must strategically manage their resources to avoid depletion, bounce back from complications, and acquire more resources. Furthermore, individuals or groups endowed with ample resources are more likely to be able to procure additional resources; conversely, those who possess restricted or no resources are more disposed to resource depletion (Shi et al., 2024; Hobfoll, 2001).

Research by Freedy and Hobfoll (1994) focused primarily on community psychology interventions and responses to war and disasters. Subsequent studies expanded to include organizational environments, specifically focusing on burnout and work-family conflict (WFC). Grandey and Cropanzano (1999) pioneered utilizing the COR framework to investigate WFC. They showed that persistent work demands exhaust resources, resulting in stress and exhaustion.

Additional research conducted by Rosenbaum and Cohen (1999), Jansen et al. (2003), and Demerouti et al. (2004) provided further evidence in support of COR Theory. These studies demonstrated how resources such as social support and problem-focused coping methods can reduce WFC and minimize negative loss cycles. In addition, Sonnentag (2001, 2005) emphasized the significance of engaging in personal activities that enhance one's resources during time off from work, as these activities can effectively mitigate stress and strain. Lapiere and Allen (2006) presented research supporting the effectiveness of coping schemes, such as seeking social support and using challenge-centric adaptive mechanisms, in reducing WFC.

The COR idea offers a robust foundation for comprehending the impact of WLB on EP, particularly within the health sector in Ghana. The emphasis is on the significance PWB. The results of multiple studies validate the fundamental ideas of COR Theory and emphasize the significance of effectively managing resources to reduce stress and improve generally well-being.

## 2.2 *Work-life balance*

The study on WLB is extensive, leading to a considerable amount of complexity in its definition. WLB is the desire to effusively engage in every facet of one's tasks and responsibilities and to consider each

role and relationship with awareness and care (Boakye et al., 2021; Kimoriot, 2022; Sieber, 1974). WLB refers to the active participation in various responsibilities with a relatively equal amount of focus, time, participation, or dedication (Greenhaus et al., 2003). WLB refers to the reasonable apportionment of mental energy between work and personal life, culminating in high gratification in both areas (Greenhaus et al., 2003). WLB can be officially described as the active involvement in both work and non-work responsibilities, resulting in equal satisfaction in both domains of life (Clark, 2000; Greenhaus et al., 2003).

Engaging in social activities both at one's job and personal life is essential for attaining WLB. Participating in many roles enhances performance in those tasks, leading to satisfaction that extends to other areas of life (Clark, 2000; Greenhaus et al., 2003). WFC results in substantial stress and reduces enjoyment in both professional and personal areas (Clark, 2000; Frone, 2003; Hobfoll, 1989).

Ensuring a significant level of engagement and dedication to one's job duties is an essential requirement for attaining a harmonious equilibrium between work and personal life. If an individual values job-related goals and successfully achieves them, they are likely to experience happy emotions as a result of being highly engaged in their work life. Enhancing WLB is not only accomplished by attaining objectives in both work and personal life but also by experiencing advantageous outcomes that extend to other significant aspects of life. Poelmans et al. (2008) reported that employees who are highly committed to both their work and personal lives can achieve WLB through three mechanisms: (1) transferring pleasant feelings from a single area to a different one; (2) improving abilities and knowledge in a single area in order to improve efficiency across all areas; and (3) integrating at least two areas of life in order to promote easy transfer of good feelings and experiences.

Balanced people must also be equally involved in their non-work lives; they cannot solely focus on their job lives (Voydanoff, 2005). Individuals with work-life balance effectively manage their time and effort across different jobs in many areas, resulting in satisfaction from these roles (Kalliath & Brough 2008). Individuals engaged in several areas of life tend to get increased authority, prestige, resources, and emotional satisfaction from their different roles (Greenier et al., 2021).

WLB pertains to the magnitude of engagement and involvement an individual has in different social roles throughout many aspects of their life. The greater the individual's commitment and engagement

in these social roles, the more likely they will have favourable behavioural consequences, such as increased life satisfaction.

### 2.3 *Employee performance*

The word performance, which comes from the verb perform, describes the carrying out or completion of tasks, deeds, feats (Whitmore, 2010). In the context of business, success typically pertains to the attainment of specific objectives and is the outcome of the resources we allocate to our workforce and other valuable possessions (Korhonen et al., 2023). In order to fully comprehend performance, it is essential to consider the intended business behaviors and the valuable consequences that result from those actions (Enholm et al., 2022). This raises the inquiry of what constitutes behaviors and how we can effectively control them. Behaviors consist of the perceptible behaviors and/or cognitive processes exhibited by individuals in the performance of their tasks (Hamilton, 2022). Observable actions refer to the behaviors that we engage in, whereas mental processes pertain to the cognitive activities that occur within our minds (Driver & Tocher), 2019. People effectively manage their performance through a method known as performance management. Performance management is an ongoing procedure that entails proficient interpersonal interaction and the elucidation of job assignments, areas of focus, performance standards, and growth strategies (Mone et al., 2018). The essence of this is to optimize a person's effectiveness and align it with the strategic objectives of the organization. Upon hearing the term performance management, individuals may immediately associate it with the fiscal year evaluation. Nevertheless, a proficient performance management approach encompasses far more than solely the yearly assessment. The Human Resources (HR) department has implemented applications to facilitate the management of employee performance. HR suggests that, besides to establishing objectives at the start of the assessment period and assessing performance at the conclusion of the assessment period, it is advisable to conduct feedback sessions periodically during the year (Santos, 2023).

Assessing EP is a crucial part of a company's work environment. It may succour the organization in enhancing and optimizing its human resources, resulting in effective service delivery and interaction that impacts all life of the organization. In order to accomplish this, the organization must establish policies that will incentivize employee performance. The combination of an employee's talent, effort, and opportunities determines how well they perform their job (Efendi,

2021). However, measurements might be conducted to determine the consequences or results generated (Ferris et al., 1998). Performance, as defined by Sugiarti (2022) and Frayne and Geringer (2000), refers to the documented outcomes attained in a specific job role or task during a specified timeframe. Performance, as defined here, pertains to the precise outcomes attained within a designated period. Performance includes not only the carrying out of acts but also the important processes of evaluation and appraisal (Braun et al., 2020).

According to Campbell et al. (1993) and Obuobisa-Darko (2020), performance is the result of an individual's fulfilment of their tasks, and it is reflected in the activities that may be examined and measured. In order to acquire a competitive edge, an organization needs its staff to execute at a high level, as stated by Hadijah (2023). Employee performance comprises the tasks necessary for a worker to perform their job and the level of proficiency with which they do them. The success of the organization revolves around the performance of its employees.

Hence, managers must have a comprehensive strategy for overseeing and mentoring their employees. The service provided by the employee to both the customer and other employees is interconnected with their performance. When employees deliver exceptional customer service, they go beyond their employment requirements. The quality of the service a customer receives affects how well-liked an organization's service is. In the service industry, the success of a business is heavily reliant on the performance of its employees (Parashakti et al., 2020). Hence, management must seek diverse methods to enhance employee performance.

#### *2.4 Psychological well-being (PWB)*

Well-being is a fundamental notion in people's lives and is typically defined by two main components: hedonic and eudaimonic well-being. Hedonic or subjective well-being refers to the perception of satisfaction and enjoyment derived from various experiences. On the other hand, eudaimonic well-being, also known as psychological well-being, stems from the belief that people achieve satisfaction when they have a clear life purpose, face obstacles, and engage in personal growth (Ryff & Singer, 2008; Ryff, 2013). Subjective well-being refers to the individual's experience of feeling satisfied, experiencing predominantly happy emotions, and experiencing a lack of negative emotions (Das et al., 2020). Unlike hedonic well-being, the study of eudaimonic well-being does not have a singular approach (Rahmani et al., 2018).



Nevertheless, all methodologies prioritize elements associated with expansion and significance while disregarding those connected to emotion (Mathews and MacLeod, 1994). The six unique elements of PWB include personal growth, environmental mastery, autonomy, purpose in life, constructive relationships with others, and self-acceptance, according to Ryff and Keyes (1995). In addition, Seligman (2011, 2018) introduced the PERMA model as a succinct representation of the comprehensive notion of well-being, encompassing both enjoyable and meaningful elements. The framework comprises five components: pleasant emotions, engagement, associations, sense, and achievement. Butler and Kern (2015) devised a measurement to assess total well-being based on Seligman's PERMA paradigm.

In a recent study, Su et al. (2014) thoroughly examined existing research on psychological well-being and identified seven crucial aspects that are closely linked to thriving. The dimensions of subjective well-being mentioned include a sense of mastery and accomplishment through learning, skills, self-efficacy, skills, and self-worth, as well as maintaining autonomy. These factors encompass a range of emotions, including both negative and positive feelings, as well as overall life satisfaction. They also involve finding a purpose and significance in life and promoting helpful and constructive connections that include mutual assistance, respect, a sense of identity, and community. Additionally, they involve actively engaging in everyday activities and resolving feelings of loneliness.

According to Arslan (2023), PWB is the condition of maximum efficiency across mental, physical, and social domains, known as "thriving." As a result, the Comprehensive Inventory of Thriving (CIT) was created to assess several factors associated with well-being (Su et al., 2018). The 18 latent components were assessed by employing sub-scales of thriving, with each sub-scale consisting of three items. The measure integrates fundamental facets of both hedonic and eudaimonic viewpoints, providing an extensive foundation for assessing PWB and optimum performance (Cooke et al., 2016).

## *2.5 Influence of work-life balance on employee performance*

The recognition of WLB's favourable influence on personnel productivity and organizational success has grown. Every company is required to implement a WLB plan that helps workers keep their connections to the community intact, lowers expenses and employee turnover, and increases productivity (Yu et al., 2022). Studies have

continuously demonstrated an empirical relationship between maintaining a well-managed WLB and employee success.

Recent research conducted by Aviva (2022) has generated much controversy. It has been discovered that, in the wake of the pandemic, individuals have prioritized work-life balance over compensation. According to Aviva, a higher percentage of workers (41%) were drawn toward their present employer because of the work-life balance, compared to those who had been enticed by the compensation (36%). This represents a reversal in rankings as compared to the pre-pandemic year of 2019. Ensuring a proper equilibrium between work and personal life is crucial not only for one's well-being and interpersonal connections, but it can also enhance the productivity and overall performance of employees (Jung et al., 2023). In essence, if your employees do not perceive work as a burdensome task, these individuals will exert more effort, commit fewer errors, and be more inclined to promote and support your business.

Susanto et al. (2022) conducted a study to investigate the impact of WLB on EP in SMEs. The researchers examined how satisfaction with work affects the influence of family-supportive managerial practices. Their statistical results show a significant link between WLB and EP and job satisfaction (JS).

Similarly, Abdirahman et al. (2018) examined the relationship between WLB, JS, organizational commitment, and EP among administrative personnel in institutions in the northern region of Malaysia. The results revealed a positive correlation between WLB, JS, and organizational commitment, and EP. Also, Thamrin and Riyanto (2020) identified a positive relationship between work inspiration, work environment, and WLB, collectively influencing EP. Based on the preceding information, we propose the following hypothesis:

*H<sub>1</sub>: Work-life balance directly and significantly affect employee performance.*

## **2.6 Influence of WLB on psychological well-being**

Several studies have presented divergent findings about the relationship between WLB and personal PW (Nabawanuka & Ekmekcioglu, 2022; Abdul Jalil et al., 2023). For instance, Fotiadis et al. (2019) undertook a study to ascertain out how WLB affects the psychological health of hotel industry workers. Their results show that psychological autonomy has a positive impact on WLB and PWB. Furthermore, one's PWB is positively impacted by possessing a high degree of psychological competence. However, psychological

relatedness negatively affects WLB and PWB. Furthermore, the research indicates that preserving a sound equilibrium between one's personal and professional lives might positively impact an individual's PWB.

Yang et al. (2018) investigated the relationship between PWB and WLB among Korean workers. Their study's results proved that, even after adjusting for individual traits and work-related factors, there was still a correlation between a poor WLB and decreased PWB.

Gröpel and Kuhl (2009) examined the relationship between WLB and well-being. According to their findings, an individual's perceived level of well-being is only predicted by how much time they feel they have for work and social activities when their demands are fulfilled.

According to Rahardja et al. (2022), individuals who possess the capacity to proficiently handle the obligations associated with their professional and familial roles are likely to encounter enhanced levels of physical and mental well-being, hence exhibiting improved health outcomes in their employment. Based on the above discussion, it was posited that:

*H<sub>2</sub>: WLB positively influences psychological wellbeing.*

## **2.7 Influence of Psychological Wellbeing and Employee Performance**

Numerous scholars have approached the topic of EP from different perspectives. However, the prevailing view is that it pertains to the extent to which employees meet their job duties and attain the targets and aims established by their employer (for example, Darvishmotevali & Ali, 2020; Samson & Swink, 2023). EP can be evaluated based on their capability to meet or surpass the employer's expectations regarding quality, productivity, and efficiency (Škrinjarić, 2022).

Research on the effect of PWB on EP have presented divergent reports. For instance, Obrenovic et al. (2020) examined how psychological safety and well-being are affected by work-family conflict and how these factors affect job performance. Their results show that psychological safety and well-being significantly impact how well people perform at work. In particular, an undesirable correlation exists between poor psychological safety and well-being and lower job performance.

Wright and Cropanzano (2000) also suggested that employees' psychological health influences their performance more strongly (Brouwers, 2020). Furthermore, Frederick and Lazzara (2020) state that individuals with better psychological health usually demonstrate

a high degree of optimism and are adaptable and equipped to manage stress (Liu et al., 2022). PWB significantly predicts positive outcomes in both personal and professional domains (Rupert & Dorociak, 2019). The following assumption was developed with the help of the discussions:

*H<sub>3</sub>: Psychological wellbeing influences employee performance.*

## 2.8 Mediating

According to Islam (2023), effective individual work-related behaviors are essential for achieving organizational goals. According to Mulang (2022), employee performance is enhanced when their attitudes align with company goals. As noted by Stone et al. (2020), high-performing employees often experience swift career advancement, better remuneration, and social recognition. Many studies have, however, sought to pinpoint the primary and indirect elements that affect employee performance.

For instance, Hasan et al. (2021) submit that organizations can help employees achieve WLB by giving them supportive roles and a positive work environment. Aubouin-Bonnaventure et al. (2023) further assert that organizations that promote work-life balance can help their staff develop psychological capital, which enhances their creative performance. Research conducted by Shahzadi Rafiq and Ali (2022) provided evidence to support the notion that achieving WLB can positively impact individuals' PW, ultimately resulting in enhanced workplace performance.

The scholarly work of Freedy and Hobfoll (1994) reported that the exhaustion of human resources resulting from job-related demands frequently surpasses the rate at which these resources are restored. Noblet et al. (2006) advanced that the interplay between job demands and resources holds substantial sway on employee burnout, wherein the influence of resource gains diminishes progressively over time. High-stress levels, burnout, and other psychological distress in employees often lead to decreased JS, amplified absenteeism, and higher turnover rates (Khamisa et al., 2015).

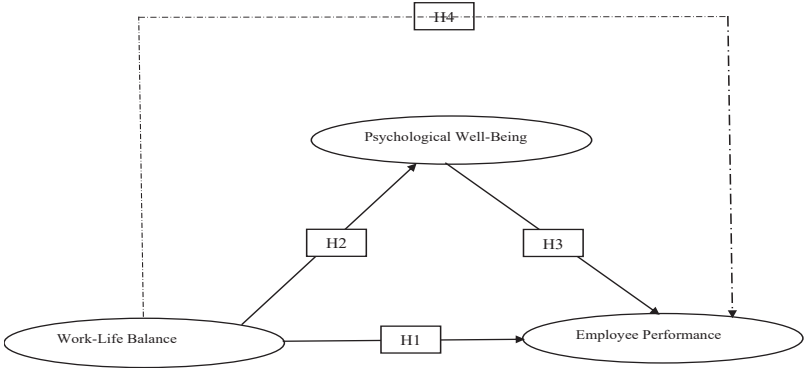
Conversely, those with favourable psychological moods exhibit intensive involvement, productivity, and commitment towards their professional responsibilities (Schaufeli, 2013). Saving psychological resources can potentially contribute to heightened psychological well-being, which has been empirically linked to enhanced employee performance (Wright & Hobfoll, 2004).

There is an anticipated positive correlation between WLB and PW, which aligns with COR theory principles. Additionally, PWB is projected to have a favourable association with employee performance. Moreover, PW is anticipated to serve as a mediator in the association between WLB and EP. Specifically, the relationship between WLB and performance is expected to exhibit greater strength when accounting for the influence of PWB. Based on the above debates, it was postulated that:

*H<sub>4</sub>: Psychological wellbeing mediates the relationship between work-life balance and employee performance*

Following the literature review and hypothesis formulation, the research model was developed (Figure 1)

**Figure 1: Theoretical framework**



### 3. Research Methodology

#### 3.1 Population and sampling

The study employed a quantitative methodology by utilizing a web-based questionnaire to evaluate the theoretical framework and hypotheses developed. A descriptive quantitative design was used in this study as it demonstrates correlations between variables (Hakiki et al., 2023). This methodology was selected to facilitate a wider range of participants, irrespective of their geographical location or availability. The online questionnaire enables participants to conveniently complete the survey at their own discretion, resulting in time savings. In addition, the standardized data collected allows for thorough quantitative analysis (Bougie & Sekaran, 2019; Saunders, 2009).

The study focused on personnel employed in public hospitals in Ghana as the unit of analysis. The researchers used convenient sampling to select individuals because randomization was not feasible given the large size of the population (Setia, 2016). Schonlau et al. (2002) have endorsed this method, highlighting its efficacy for hard-to-reach electronically connected groups. The study focused on employees from the selected public hospitals in Ghana, comprising 3400 workers. Data gathering occurred within 8 weeks, spanning from October to November 2023. The sample size was determined using the Yamane formula, which considers the total number of employees. Observe the result displayed below.

$$“a” = \frac{Q}{(1 + Q(e^2))}$$

“a” = the sample size

“Q” = the total number of employees in the industry

“e” = the margin of error set at 5 percent

$$“n” = \frac{3400}{(1 + 3400(0.05^2))}$$

“n” = 358

Therefore, the sample size arrived from the Yamane formula was 358.

The convenient technique was used to administer the survey to the 358 participants. Out of the 358, a good number 350 were retrieved representing a response rate of 97.77 percent.

### 3.2 *Operationalization of construct*

Each construct’s measurement items came from earlier studies (see Appendix A). Five items measuring WLB were adapted from Talukder et al. (2018). PWB measured through a scale adapted from Diener et al. (1985) as mentioned in Topp et al. (2015) while 5 items to measure EP were extracted from Mamza et al. (2019). The items were rated on a five-point Likert scale, with 1 representing “strongly agree” and 5 representing “strongly disagree.” (Nyarko et al., 2024).

### 3.3 Demographic features of the respondents

Table 1 presents the demographic features of the respondents. According to Table 1, 40 percent of the participants were 20–30 years old. Out of the total respondents, 61.43 percent were female, and 50 percent had a diploma-level education. Additionally, 56.57 percent were married, and 40 percent had 1-3 years of job experience.

**Table 1: Demographic Features of the Respondent**

Demographic variable	Category	Frequency	Percentage (%)
Age	20-30 years old	143	40.86
	31-40 years old	130	37.14
	41-50 years old	48	13.71
	>50 years old	29	8.29
Gender	Male	135	38.57
	Female	215	61.43
Education	Certificate	43	12.29
	Diploma	175	50.00
	Bachelors	92	26.29
	Masters	15	4.29
Marital Status	Doctorate	25	7.14
	Single	198	56.57
	Married	147	42.00
Working Period	Separated	5	1.43
	<1 year	70	20.00
	1-3 years	140	40.00
	4-5 years	52	14.86
	>5 years	88	25.14

## 4. Data and analysis

### 4.1. Measurement model analysis

This study analyzes the gathered data using structural equation modelling (SEM) of AMOS software. The AMOS software is widely used for conducting SEM, enabling researchers to perform complex causal-predictive analyses. SEM is a remarkable instrument for analyzing complex models, as it facilitates the concurrent evaluation of multiple dependent and independent variables. This is especially advantageous in fields where variables are often interrelated, such

as business research, psychology, and social sciences. SEM enables the integration of latent variables, which derive from numerous observable variables (indicators) but remain unobservable in direct observation. By combining the benefits of confirmatory factor analysis and path analysis, SEM lets researchers check the validity and reliability of measurement models and look at structural links (Obeng et al., 2024a).

Confirmatory factor analysis (CFA) was initially conducted to assess convergent and discriminant validity. Prior to performing additional analyses, we excluded any items (such as EP1 and PW5) with factor loadings (see table 2) below 0.5, in accordance with accepted industry standards (Shrestha, 2021). We decided to retain only those items that showed stronger connections with their respective latent constructs, aiming to improve the measurement model's reliability and validity.

Convergent validity was assessed by analyzing factor loadings and average variance extracted (AVE), while reliability was checked using Cronbach's alpha ( $\alpha$ ) and composite reliability (CR). Table 2 indicates that both the AVE and factor loading values surpass the acceptable limit of 0.5. The results presented here provide evidence that the measurement model has successfully exhibited convergent validity, as indicated by the findings of Obeng et al. (2024b) and Hair et al. (2010).

All constructs had  $\alpha$  values and CR that were higher than the minimum requirement of 0.7. These findings indicate that the measurement scales used in the study demonstrated an outstanding degree of internal consistency and reliability. Put simply, the items within each construct showed a strong correlation, indicating that they consistently measured the same underlying notion. This increases trust in the accuracy of the measurement tools used in the study and improves the overall soundness of the research results.

In addition to the convergent validity test, we also performed a discriminant validity test (refer to table 3) according to the criteria set by Fornell and Larcker (1981). We compared the square root of the mean value (AVE) for each factor to its associations with other factors. The square root of the AVE values consistently exceeded the correlations with other parameters in all instances (Obeng et al., 2024c; Tessema et al., 2024). This discovery implies that each component exhibits a higher degree of correlation with its own items compared to items from other factors, therefore suggesting that the model possesses discriminant validity.



**Table 2: Convergent Validity**

Construct	Items	Loadings	CA ( $\alpha$ )	AVE	CR
Work-Life Balance	WLB1	0.800	0.857	0.550	0.859
	WLB2	0.759			
	WLB3	0.731			
	WLB4	0.761			
	WLB5	0.650			
Psychological Well-being	PW1	0.905	0.874	0.642	0.876
	PW2	0.696			
	PW3	0.875			
	PW4	0.707			
Employee Performance	EP2	0.791	0.883	0.663	0.885
	EP3	0.935			
	EP4	0.876			
	EP5	0.619			

**Table 3: Discriminant Validity**

Construct	WLB	PW	EP
Work-Life Balance (WLB)	<b>0.742</b>		
Psychological well-being (PW)	0.46	<b>0.801</b>	
Employee Performance (EP)	0.66	0.394	<b>0.814</b>

## 4.2 Goodness of fit

The concept and accuracy of variable assignment were assessed using confirmatory factor analysis (CFA), as Williams and O'Boyle (2015) recommended. Table 4 presents the numerical values representing the model's fitness level. The evaluation began by calculating the CMIN/df ratio and dividing the minimum discrepancy function by the degrees of freedom. Previous research by Kaveh et al. (2023) and Abdollahi et al. (2020) suggests that a CMIN/df value between 3 and 5 indicates a well-fitting model. In this analysis, the CMIN/df value was found to be 3.212, falling within the acceptable range and suggesting a good fit for the model.

Additionally, we evaluated the model's fitness using the Tucker-Lewis Index (TLI), Comparative Fit Index (CFI), and Goodness of Fit Index (GFI). Almaleki (2021) and Taneja and Jain (2023) have found

that TLI, CFI, and GFI values above 0.90 suggest an acceptable fit for the model. The results of our analysis indicated that the TLI, CFI, and GFI values were all over 0.90, which confirms that the model has a satisfactory level of fitness.

Additionally, the assessment considered the standardized root mean square residual (SRMR) and root mean square error of approximation (RMSEA). Pavlov et al. (2021) and Kueh et al. (2017) suggest that model fitness is noteworthy when SRMR and RMSEA values are below 0.080. Our investigation indicated that SRMR and RMSEA values were below this threshold, confirming the model's good fit. Overall, the model fitness evaluation, conducted using six approaches, consistently met predefined thresholds, affirming a sufficient degree of fitness for the model.

**Table 4: Assessment of Model Fitness**

Fit indices	Recommended value	Obtained value
CMIN/ df	between 3 to 5	3.212
GFI	between 0 and 1	0.941
CFI	≥ 0.95	0.963
TLI	>.90	0.95
SRMR	between 0 and 1	0.056
RMSEA	<.08	0.07
NFI	≥.95	0.958
AGFI	between 0 and 1	0.907

### 4.3 Structural Model and Hypothesis Testing

The subsequent step involved analyzing the structure of the constructs to determine their statistical significance and relationships after assessing the measurement model. Table 5 and figure 2 depict the results of the direct effects.

Hypothesis 1 aimed to investigate the direct and significant influence of WLB on EP. The research validated Hypothesis 1 by demonstrating a robust and statistically significant correlation ( $\beta = 0.528$ ,  $SE = 0.069$ ,  $t = 7.631$ ,  $p < 0.01$ ) between WLB and EP.

Hypothesis 2 sought to examine the influence of WLB on PW. The findings revealed that WLB has a positive and statistically significant impact on PW ( $\beta = 0.605$ ,  $SE = 0.078$ ,  $t = 7.774$ ,  $p < 0.01$ ).

Hypothesis 3 aimed to establish the influence of PW on EP. The findings indicated a significant positive influence of PW on EP ( $\beta =$

0.174, SE = 0.042, t = 4.159, p < 0.01). Therefore, Hypothesis 3 received support.

**Table 5: Summary of Hypothesis Testing Results**

Hypothesis	Coefficient	SE	CR	P- Value	Result
H1: EP ← WLB	.528	.069	7.631	.000	Supported
H2: PW ← WLB	.605	.078	7.774	.000	Supported
H3: EP ← PW	.174	.042	4.159	.000	Supported
R-Square					
Psychological Wellbeing	.193				
Employees' Performance	.342				
EP- Employees' Performance; WLB - Work-Life Balance; PW - Psychological Safety					

Table 5 also presents the squared multiple correlation between PW and EP. The squared multiple correlation for psychological well-being (PW) was 0.193, indicating that WLB accounts for 19.3% of the change in psychological well-being. Additionally, the squared multiple correlation for EP was 0.342, suggesting that WLB explains 34.2% of the variance in employee performance.

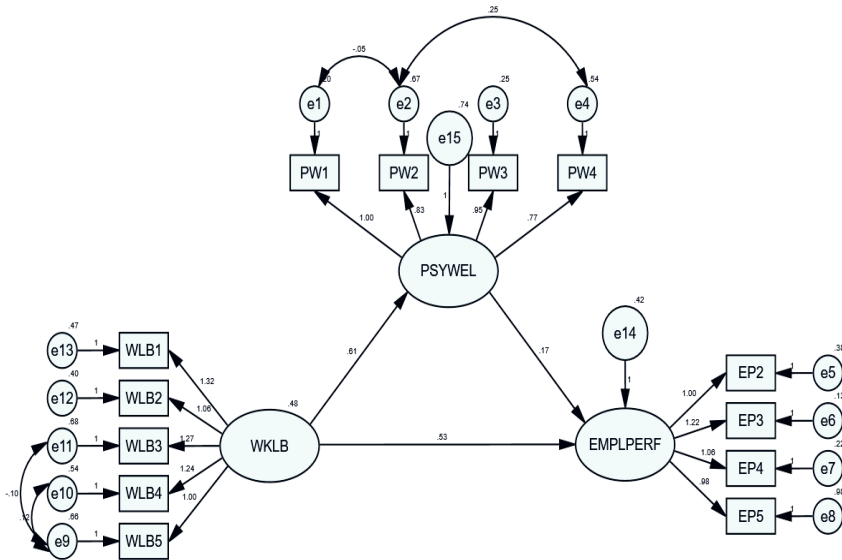
#### 4.4 Mediation analysis

A mediation analysis was conducted to evaluate the mediating role of PW in the relationship between WLB and EP. This study utilized the phantom model technique described by Preacher and Hayes (2008) and Macho and Ledermann (2011). The results of the analysis, presented in Table 6, reveal that WLB has a statistically significant and positive indirect effect on EP through PW ( $\beta = 0.105$ , SE = 0.040, t = 2.625, p < 0.05). This finding is corroborated by the 95 percent bootstrapping confidence interval shown in Table 5 and figure 2, ranging from 0.039 to 0.199 for the lower and upper bounds, respectively. These results suggest a partial mediation effect of PWB on the relationship between WLB and EP. Thus, the findings of this study provide support for hypothesis H4.

**Table 6: Indirect Results**

Relationship	B	Std. Error	t-value	Confidence interval		Sig.	Conclusion
				Lower bounds	Upper bounds		
WLB→PW→EP	0.105	0.04	2.625	0.039	0.197	0.005	Partial mediation

**Figure 2: AMOS path for WLB effect model**



## 5. Discussion of results

This study examines the impact of WLB on EP in the healthcare industry, utilizing the Conservation of Resource Theory as a theoretical basis. The results indicate that achieving an optimal balance between one’s work and personal life has a considerable and positive effect on hospital employee performance. When employees are able to attain this equilibrium, they undergo reduced levels of anxiety and fatigue, resulting in heightened JS and enhanced performance (Kelly et al., 2020), highlighting the significance of keeping an optimal balance between professional and personal life cultivates a favorable company culture, which enhances staff health as well as assistance. This, in turn, encourages synergy, effective communication, and collaboration among healthcare staff, resulting

in a more cohesive and efficient team (Rahmatullah et al., 2024; Wei, 2022). These discoveries are consistent with previous empirical studies, highlighting the crucial role of WLB in preserving the physical and mental health and effectiveness of employees, especially in demanding fields like healthcare (Mmakwe & Ukoha, 2018; Wiradendi Wolor, 2020; Aisyah et al., 2023).

Moreover, the study finds that WLB significantly and positively influences PWB, further contributing to employee performance. Maintaining an appropriate balance between work and personal life enhances PWB for hospital employees by allowing them time and energy for activities beyond work (Feng et al., 2024). This helps them cope with stress effectively and uphold good mental well-being, safeguarding against burnout. Positive professional relationships characterized by shared goals and mutual respect also promote PWB and engagement, improving performance (Singha, 2024).

However, work-family conflict is found to have a detrimental effect on psychological safety and well-being, ultimately impacting EP. Organizations can mitigate such conflicts by proactively addressing problems and offering counselling services for personal and work-related challenges (Ekmekcioglu et al., 2023). Negative consequences to organizational performance arise when conflicts undermine employees' psychological safety and well-being (Porter et al., 2024).

Furthermore, the study highlights PWB's significant and positive influence on EP. Each time employees derive fulfillment and joy from their work, their motivation and level of involvement rise, resulting in improved performance (Raghunathan & Chitturi, 2023). Furthermore, employees who are happy and in good mental health are more likely to deliver exceptional customer service, which improves client approval and attachment (Arhinful et al., 2024).

The study suggests that PWB mediates between WLB and hospital EP. The positive relationship between WLB and EP can be partly attributed to its impact on employees' PWB. Thus, hospitals should consider both work-related aspects and individual well-being when developing strategies to enhance performance. Adopting a holistic approach to WLB can lead to improved PWB, decreased stress levels, heightened JS, and enhanced mental health, ultimately empowering employees to excel in their professions (Singha & Singha, 2024).

## 6. Conclusion

This study aimed to examine the impact of WLB on EP in Ghanaian public hospitals and produced valuable findings. The study revealed a strong and positive correlation between WLB and EP, underscoring the importance of addressing WLB concerns to improve performance outcomes in this setting. Furthermore, the study demonstrated that PWB significantly influences EP, suggesting that promoting PWB among employees can lead to enhanced performance. Additionally, the discovery that PWB serves as a partial mediator in the connection between WLB and EP highlights the importance of considering employees' mental health and well-being when implementing strategies to improve performance.

This study contributes to understanding the COR theory in the context of WLB and EP in public hospitals in Ghana. The study expands the scope of COR theory in a healthcare environment by demonstrating how the preservation and acquisition of resources, such as WLB and PWB, impact EP. The study underscores the significance of resource management strategies prioritising PWB and WLB to maximise EP.

The results of this study have practical consequences for health service administrators and policymakers working in public hospitals in Ghana. Implementing tactics and policies that foster a harmonious equilibrium between work and personal life and boost employees' mental well-being can result in quantifiable enhancements in employee productivity. Managers can improve performance results by creating adaptable work arrangements, offering tools for stress management and mental health support, and cultivating a good work atmosphere. In addition, politicians should contemplate integrating WLB endeavours into healthcare legislation to increase the well-being of personnel and improve the overall quality of care in public hospitals.

Although this study offers valuable information, it is not without its limits. The utilization of convenience sampling and the concentration in public hospitals in Ghana could potentially restrict the applicability of the findings. In order to address those drawbacks, future research might utilize a wider range of sample approaches and investigate the correlation between WLB EP in other healthcare environments and geographical regions. Moreover, undertaking a more thorough analysis of specific factors that influence the equilibrium between personal and professional life and their influence on mental well-being could enhance comprehension of this intricate correlation.

## Appendix A: Construct and Measure Employed

Construct	Measure	Source
Work-Life Balance	I have sufficient time away from my job at workplace to maintain adequate work and personal/family life balance.	Talukder et al. (2018)
	I currently have a good balance between the time I spend at work and the time I have available for non-work activities.	
	I feel that the balance between my work demands and non-work activities is currently about right.	
	I am able to negotiate and accomplish what is expected of me at work and in my family.	
	I am able to accomplish the expectations that my supervisors and my family have for me.	
Psychological Well-being	I have felt cheerful and in good spirits.	Topp et al. (2015)
	I have felt calm and relaxed.	
	I have felt active and vigorous.	
	I woke up feeling fresh and rested.	
	My daily life has been filled with things that interest me.	
Employee performance	I have the tools and resources I need to do my job.	Mamza et al. (2019)
	My supervisor actively listens to my issues and suggestions.	
	Working hours that allow me enough time with family and time to pursue other strong interests.	
	In my job, I am satisfied with how often I take part in problem solving.	
	You are enthusiastic about your job.	

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