



Beyond the burnout line: Psychological wellbeing, organizational support and the job satisfaction of hospital workers in Delta State

Omughele Jerry, Aruoren Emmanuel Ejiroghene

Department of Business Administration, Faculty of Management Sciences, Delta State University, Abraka, Nigeria

Abstract

This study examined the relationship between mental health, work-life balance and job satisfaction among health workers at Westend Hospital, Warri, Delta State, Nigeria, with specific attention to psychological wellbeing, work-life conflict and perceived organizational support for work-life balance as correlates of job satisfaction. A descriptive survey design was adopted, and the entire population of 153 health workers was studied using the census approach. A structured questionnaire with a Cronbach's alpha reliability coefficient of 0.87 was administered, out of which 147 copies were correctly completed and returned, representing a 96.08% response rate. Data were analysed using descriptive statistics (frequency, percentage, mean and standard deviation) and multiple regression analysis at the 0.05 level of significance. Findings showed that psychological wellbeing exerted a statistically significant positive effect on job satisfaction ($\beta = 0.5872$, $p < 0.05$), and perceived organizational support for work-life balance also had a significant positive effect on job satisfaction ($\beta = 0.3117$, $p < 0.05$). However, work-life conflict did not significantly predict job satisfaction ($\beta = 0.0818$, $p > 0.05$). The study concludes that psychological wellbeing and organizational support, rather than the mere presence of work-life conflict, are the stronger drivers of job satisfaction among hospital workers. It is recommended that hospital management institute structured mental health programmes, flexible work arrangements and supervisor training to sustain a psychologically healthy and satisfied workforce.

Keywords: Psychological wellbeing, work-life conflict, organizational support, job satisfaction, health workers

Introduction

Mental health and work-life balance have emerged as critical determinants of employee satisfaction, particularly among health workers who confront unique occupational stressors on a daily basis. Health professionals are routinely exposed to emotionally demanding situations, long working hours and the pressure of preserving human life, all of which can erode mental health and overall wellbeing (WHO, 2022) [17]. Where these stressors are not properly managed, they culminate in burnout, depression and diminished job satisfaction, with direct consequences for the quality of healthcare delivery.

Work-life balance is an equally important determinant of job satisfaction in the healthcare sector. In Nigeria, health workers in private hospitals such as Westend Hospital, Warri, Delta State, often struggle to reconcile professional responsibilities with personal life owing to limited staffing, high patient loads and inadequate institutional support (Akinwale & George, 2021; Akpomimie *et al.*, 2026) [3, 4]. Job satisfaction itself is shaped by both intrinsic factors, such as recognition and a sense of meaningful impact, and extrinsic factors, such as remuneration and working conditions (Onyeukwu & Okeke, 2023; Omoye *et al.*, 2024) [10, 23]. Increasingly, mental health and work-life balance are recognised as intrinsic motivators of job satisfaction, especially in high-stress professions like healthcare.

Despite the growing body of evidence linking these constructs, few studies have examined their combined influence specifically within private hospitals in the Niger Delta region. This gap underlines the need to investigate how psychological wellbeing, work-life conflict and perceived organizational support jointly shape the job satisfaction of health workers, with a view to generating

evidence-based recommendations for employee welfare and retention.

Research Questions

1. What is the effect of psychological wellbeing on the job satisfaction of health workers at Westend Hospital?
2. How does work-life conflict influence the job satisfaction of health workers at Westend Hospital?
3. To what extent does perceived organizational support for work-life balance affect the job satisfaction of health workers at Westend Hospital?

Research Objectives

The main objective of this study is to examine the influence of mental health and work-life balance on the job satisfaction of health workers at Westend Hospital, Warri, Delta State. The specific objectives are to:

1. Determine the effect of psychological wellbeing on the job satisfaction of health workers.
2. Examine the influence of work-life conflict on the job satisfaction of health workers.
3. Assess the impact of perceived organizational support for work-life balance on the job satisfaction of health workers.

Research Hypotheses

The following hypotheses were being postulated for the study:

H01: Psychological wellbeing has no significant effect on the job satisfaction of health workers at Westend Hospital, Warri, and Delta State.

H02: Work-life conflict has no significant effect on the job satisfaction of health workers at Westend Hospital, Warri, and Delta State.

H03: Perceived organizational support for work-life balance has no significant effect on the job satisfaction of health workers at Westend Hospital, Warri, and Delta State.

Review of Related Literature Review

1. Conceptual Review

1.1 Psychological Wellbeing

Psychological wellbeing denotes the emotional and mental state of individuals, reflecting how they experience life, cope with stress, and sustain mental resilience. It encompasses not merely the absence of mental disorders but also the presence of emotional stability, autonomy, personal growth and life satisfaction (Ryff, 2022) ^[25]. For health workers, who face heightened occupational stress, psychological wellbeing is a crucial determinant of overall mental health and job satisfaction (Akinwale & George, 2021) ^[3]. Organizational structures that provide mental health resources, flexible schedules and social support have been shown to significantly enhance workers' psychological wellbeing (Okolie et al., 2022; Omoye, 2025) ^[16, 22].

1.2 Work-Life Conflict

Work-life conflict describes the incompatibility between work demands and personal life responsibilities, arising when the time, energy and resources devoted to work interfere with an individual's capacity to meet personal or family obligations, and vice versa (Greenhaus & Beutell, 2022) ^[11]. In healthcare, this conflict is prevalent owing to long hours, shift work and the emotional intensity of patient care, and it has been linked to burnout, turnover intentions and diminished job satisfaction (Oladele et al., 2022; Omoye, 2026) ^[17, 20].

1.3 Perceived Organizational Support for Work-Life Balance

Perceived organizational support (POS) reflects employees' belief that their organization values their contribution and cares about their wellbeing (Eisenberger et al., 2021; Tom et al., 2025) ^[9, 29]. Where health workers perceive strong organizational support for balancing work and personal demands, they tend to report reduced stress, greater commitment and higher job satisfaction (Akinwale & George, 2021; Omoye et al., 2026) ^[3, 20]. Conversely, a perceived lack of support heightens work-life conflict and turnover intentions.

1.4 Job Satisfaction

Job satisfaction is the emotional and psychological response employees have toward their job, shaped by the nature of the work, working conditions, compensation, interpersonal relationships and opportunities for growth (Locke, 2022; Omoye et al., 2024) ^[10, 14]. In healthcare, job satisfaction is significant not only for staff morale and retention but also for the quality of patient care (Dawson et al., 2022; Eruvwe et al., 2024) ^[7, 10].

1.5 Conceptual Framework

Figure 1 illustrates the hypothesized relationship between the independent variables (psychological wellbeing, work-life conflict, and perceived organizational support for work-life balance) and the dependent variable, job satisfaction.

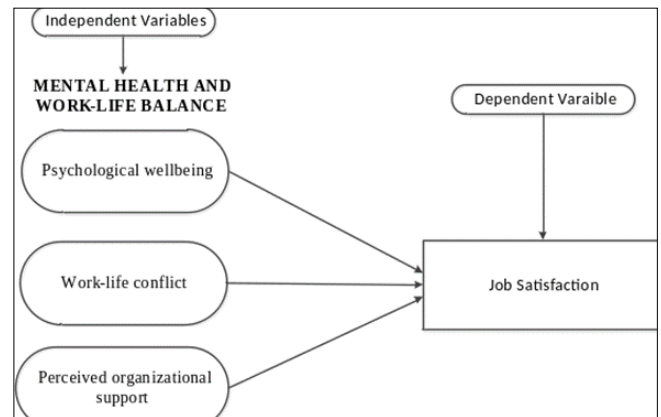


Fig 1: Conceptual framework showing mental health, work-life balance and job satisfaction (Researcher's construct, 2026) ^[20]

2. Theoretical Framework

The study is anchored on the Conservation of Resources (COR) Theory (Hobfoll, 1989) ^[12] and the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007) ^[5]. COR theory posits that individuals strive to acquire and protect valued resources, such as time, social support and psychological wellbeing, and that work-life conflict represents a depletion of these resources, leading to stress and diminished job satisfaction. Applied to Westend Hospital, the theory suggests that when health workers feel unsupported in balancing work and family responsibilities, their personal resources are progressively depleted, resulting in deteriorating mental health, reduced job satisfaction and, ultimately, higher turnover intention.

The JD-R model complements this by proposing that job demands, such as workload, time pressure and emotional strain, and job resources, such as social support, autonomy and flexibility, jointly shape employee outcomes. The model suggests that high job demands, when unmatched by adequate job resources, precipitate burnout and dissatisfaction, whereas sufficient resources, including organizational support for work-life balance, buffer the negative effects of work demands and enhance satisfaction. Together, both frameworks suggest that the equilibrium between work demands and available resources, whether personal or organizational, is central to sustaining the mental health and job satisfaction of health workers, and they jointly inform the hypotheses tested in this study.

3. Empirical Review and Gap in Literature

Across Nigeria and beyond, a substantial body of empirical work links work-life balance, mental health and organizational support to job satisfaction among healthcare workers. Akinwale and George (2021) ^[3], studying 250 Nigerian healthcare workers, found that those who managed work-life balance effectively reported lower stress and higher job satisfaction, while those struggling with balance experienced heightened stress and burnout. Oladele, Okechukwu and Ogunyemi (2022) ^[17], surveying 300 healthcare workers across Nigerian hospitals during the pandemic, found that pandemic-induced anxiety and depression directly and adversely affected job satisfaction, underscoring the centrality of mental health to satisfaction outcomes.

In the United Kingdom, Dawson, Moden and Kershaw (2022) ^[7] examined 350 healthcare workers and found that those who perceived high organizational support, including flexible arrangements and access to mental health resources, experienced less burnout and reported higher job satisfaction. Bakker and Demerouti's (2007) ^[5] foundational meta-analysis similarly showed that job demands unmatched by sufficient resources lead to burnout and lower satisfaction, whereas adequate resources improve both mental health and satisfaction outcomes. Kossek, Pichler, Bodner and Hammer (2021) ^[13], synthesising 50 studies, found that workplace social support significantly reduces work-family conflict, which in turn enhances job satisfaction, lending further support to the resource-based view adopted in this study.

Within the Nigerian context specifically, Adeoye and Lawal (2023) ^[1] surveyed 200 health professionals and found that organizational support, such as flexible hours and mental health services, played a crucial moderating role in helping workers manage work-life conflict and improve satisfaction. Akinyele and Oyeleke (2021) ^[15], studying 150 workers in Nigerian public hospitals, similarly found that better work-life balance was associated with higher job satisfaction and lower burnout. Ogunyemi and Oladele (2021) ^[15], surveying 350 healthcare workers in Nigerian hospitals, found that work-life conflict significantly contributed to anxiety and depression, which in turn negatively affected job satisfaction, reinforcing the interconnectedness of the constructs under study.

Evidence from outside Nigeria offers a broadly consistent picture. Choi and Kim (2021) ^[6], studying 250 hospital nurses in South Korea, found work-life balance to be a significant predictor of both job satisfaction and reduced turnover intention. Wang and Chang (2020) ^[30], examining 200 healthcare workers in Taiwan, found that better work-life balance was associated with higher job satisfaction and stronger organizational commitment. Sonnentag (2022) ^[28], studying 500 employees across sectors, found that sound work-life balance facilitates recovery from work stress and enhances overall wellbeing and satisfaction, while Shanafelt and Noseworthy (2020) ^[26], examining leadership strategies among 500 physicians, identified the promotion of work-life balance and mental health support as key organizational levers for reducing burnout and raising satisfaction. Rahman and Fadipe (2022) and Shrestha and Shrestha (2021) ^[24, 27], studying Nigerian and Nepalese health workers respectively, both found work-life balance strongly related to job satisfaction and organizational commitment, further reinforcing the cross-contextual relevance of the constructs examined in this study.

Notwithstanding this rich body of evidence, most existing studies examine these constructs in general organizational contexts or in public healthcare settings, with limited attention to private hospitals in developing regions such as the Niger Delta. Furthermore, the joint influence of psychological wellbeing, work-life conflict and perceived organizational support on job satisfaction remains underexplored within a single empirical model in this context. This study addresses that gap by examining these

three constructs together among health workers at Westend Hospital, Warri, and Delta State.

Methodology

The study adopted a descriptive survey research design to examine the relationship between psychological wellbeing, work-life conflict, perceived organizational support for work-life balance and job satisfaction among health workers at Westend Hospital, Warri, and Delta State. The population comprised 153 health workers, including doctors, nurses, laboratory technicians, pharmacists and administrative staff. Given the manageable size of the population, a census approach was adopted, whereby the entire population also constituted the sample size, in line with Ahmed (2024) ^[2], who notes that where a population is small, it may be used in its entirety as the sample.

Data were collected using a structured questionnaire covering three sections: work-life balance, mental health and job satisfaction, with items rated on a five-point Likert scale ranging from Strongly Agree to Strongly Disagree. The instrument's content validity was established through expert review and a pilot test, while its reliability, assessed via Cronbach's alpha, yielded a coefficient of 0.87, indicating high internal consistency. Of the 153 questionnaires distributed, 147 were correctly completed and returned, representing a 96.08% response rate.

Data were analysed using descriptive statistics (frequency, percentage, mean and standard deviation) to summarise demographic characteristics and construct ratings, and multiple regression analysis, run in EViews, to test the study hypotheses at the 0.05 level of significance. The regression model was specified as:

$$JS = \beta_0 + \beta_1 PW + \beta_2 WLC + \beta_3 POS + \varepsilon$$

Where JS is Job Satisfaction (dependent variable); PW is Psychological Wellbeing; WLC is Work-Life Conflict; POS is Perceived Organizational Support for Work-Life Balance (independent variables); β_0 is the constant term; β_1 , β_2 and β_3 are the coefficients of the independent variables; and ε is the error term.

Results and Discussion

This section present the analyzed data extracted from research instrument and they are as follows:

Table 1: Questionnaire Analysis

Questionnaire	Frequency	Percentage
Returned	147	96.08%
Not used	6	3.92%
Total Distributed	153	100%

Source: Researcher's fieldwork, 2026^[4]

Table 1 shows that of the 153 questionnaires distributed to health workers at Westend Hospital, Warri, 147 were duly completed and returned, representing a high response rate of 96.08%. Only 6 questionnaires (3.92%) were unusable owing to incomplete or invalid entries. The high retrieval rate suggests that the resulting sample of 147 is adequate and representative, providing a sound basis for analysis.

Table 2: Respondents' Demographic Characteristics

Variable	Category	Frequency (f)	Percentage (%)
Sex	Male	68	46.30%
	Female	79	53.70%
	Total	147	100%
Age (years)	25–35	58	39.50%
	36–45	49	33.30%
	46 years and above	40	27.20%
	Total	147	100%
Marital Status	Single	61	41.50%
	Married	86	58.50%
	Total	147	100%
Educational Level	Diploma	40	27.20%
	Bachelor's Degree	74	50.30%
	Advanced Certification	33	22.50%
	Total	147	100%
Professional Qualification/Job Role	Consultants	10	6.80%
	Doctors	6	4.08%
	Nurses	41	27.89%
	Pharmacists	17	11.56%
	Lab Technicians	19	12.93%
	Support/Admin Staff	54	36.73%
	Total	147	100%
Years of Experience	0–5 years	51	34.70%
	6–10 years	47	32.00%
	11 years and above	49	33.30%
	Total	147	100%
Work Schedule and Shift Pattern	Irregular Schedule	38	25.90%
	Regular Schedule	43	29.30%
	Long Hours	36	24.50%
	Night Shift	30	20.30%
	Total	147	100%

Source: Researcher's fieldwork, 2026 ^[4]

Table 2 shows that female respondents (53.70%) slightly outnumbered male respondents (46.30%). Most respondents were aged 25–35 years (39.50%) and married (58.50%). Bachelor's degree holders formed the largest educational group (50.30%),

While support/administrative staff (36.73%) and nurses (27.89%) constituted the largest occupational groups. Years of experience were fairly evenly distributed, and work schedules varied, with regular schedules (29.30%) being the most common pattern.

Table 3: Analysis of Mean Respondents' Ratings

Item Question	SA	A	N	D	SD	Mean	Std	Remark
Psychological Wellbeing								
1. Feels emotionally stable and able to handle work-related stress effectively.	45	53	24	15	10	3.73	1.20	Agree
2. Maintains a generally positive outlook toward daily work activities.	31	49	28	18	21	3.35	1.33	Agree
3. Demonstrates resilience when faced with workplace challenges.	49	42	30	14	12	3.69	1.25	Agree
4. Remains mentally alert and focused during working hours.	45	49	23	11	19	3.61	1.34	Agree
5. Experiences a sense of purpose and satisfaction in work-related roles.	33	53	26	21	14	3.48	1.25	Agree
Mean Aggregate						3.57	1.27	Agree
Work-Life Conflict								
6. Work responsibilities frequently interfere with personal or family time.	47	55	21	10	14	3.76	1.24	Agree
7. Work schedules make it difficult to fulfill domestic obligations.	37	49	28	19	14	3.52	1.26	Agree
8. Strain from work often spills over into non-work activities.	35	59	24	18	11	3.61	1.19	Agree
9. Family or personal life often suffers due to job demands.	43	48	19	17	20	3.52	1.38	Agree
10. Time and energy spent at work negatively affect home responsibilities.	38	57	23	12	17	3.59	1.28	Agree
Mean Aggregate						3.60	1.27	Agree
Perceived Organizational Support for Work-Life Balance								
11. The organization offers policies that support balancing work and personal life.	62	43	26	9	7	3.98	1.13	Agree
12. Supervisors show concern for employees' work-life balance.	40	50	26	15	16	3.56	1.29	Agree
13. Flexible work options are encouraged by organizational leadership.	40	53	26	17	11	3.64	1.21	Agree
14. Resources are provided by the organization to help manage work-life demands.	37	54	31	11	14	3.61	1.21	Agree
15. Organizational culture promotes a healthy balance between work and non-work.	55	46	17	9	20	3.73	1.38	Agree
Mean Aggregate						3.70	1.24	Agree
Job Satisfaction								
16. Satisfaction is derived from the overall job experience.	46	49	31	13	8	3.76	1.15	Agree

17. Current job responsibilities are fulfilling and rewarding.	50	49	22	17	9	3.78	1.21	Agree
18. The work environment supports positive morale and motivation.	38	59	24	11	15	3.64	1.23	Agree
19. Compensation and benefits meet expectations.	45	43	24	15	20	3.53	1.38	Agree
20. Opportunities for professional growth and advancement are adequate.	47	52	22	15	11	3.74	1.22	Agree
Mean Aggregate						3.69	1.24	Agree

Source: Researcher's fieldwork, 2026^[4]

Table 3 presents respondents' ratings on the four constructs. Psychological Wellbeing recorded an aggregate mean of 3.57 (SD = 1.27), indicating a moderate-to-high level of emotional stability and resilience among respondents. Work-Life Conflict recorded a slightly higher aggregate mean of 3.60 (SD = 1.27), reflecting noticeable interference of work with personal life. Perceived Organizational

Support for Work-Life Balance recorded the highest aggregate mean of 3.70 (SD = 1.24), while Job Satisfaction recorded a closely related mean of 3.69 (SD = 1.24). Collectively, these results suggest that although work-life conflict is present, strong organizational support and psychological wellbeing sustain relatively high job satisfaction.

Table 4: Correlation Matrix for the Variables

	PW	WLC	POS	JS
PW	1.000			
WLC	0.852	1.000		
POS	0.712	0.431	1.000	
JS	0.293	0.590	0.466	1.000

Source: Researcher's fieldwork, 2026^[4]

Table 4 reveals a very strong positive correlation between psychological wellbeing and work-life conflict ($r = 0.852$), a strong positive correlation between psychological wellbeing and perceived organizational support ($r = 0.712$), a moderate correlation between work-life conflict and job satisfaction ($r = 0.590$), and moderate correlations between perceived

organizational support and both work-life conflict ($r = 0.431$) and job satisfaction ($r = 0.466$). Psychological wellbeing and job satisfaction show a weak positive correlation ($r = 0.293$), suggesting a less direct, but still positive, relationship.

Table 5: Variable Descriptive Statistics

Variable	Mean	Std.	Max.	Min.	Kurtosis	Jarque-Bera	Probability	Sum	Sum Sq. Dev.	Observed
PW	3.57	1.25	5.00	1.00	2.37	13.51	0.001168	525.2	227.3312	147
WLC	3.60	1.24	5.00	1.00	2.49	14.74	0.000629	529	227.5597	147
POS	3.70	1.22	5.00	1.00	2.64	17.35	0.000171	544.4	216.3483	147
JS	3.69	1.21	5.00	1.00	2.55	15.28	0.000481	542.4	217.0547	147

Source: EViews 9.0 output, 2026

Table 5 shows that mean scores for all variables ranged from 3.57 (PW) to 3.70 (POS) on a five-point scale, with standard deviations between 1.21 and 1.25, indicating moderate variability. Kurtosis values (2.37–2.64) fall

slightly below the normal benchmark of 3, while the statistically significant Jarque-Bera statistics ($p < 0.01$) indicate that the data deviate from normality, though the response patterns remain reliable and consistent.

Table 6: Summary of Multiple Regression Analysis of Hypotheses 1–3

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.143007	0.039151	3.652710	0.0004
PW	0.587245	0.091037	6.450622	0.0000
WLC	0.081760	0.109747	0.744983	0.4575
POS	0.311730	0.088773	3.511527	0.0006
R-squared	0.987948	Mean dependent var:	3.689796	
Adjusted R-squared	0.787695	S.D. dependent var:	1.219293	
S.E. of regression	0.135253	Akaike info criterion:	-1.136512	
Sum squared resid	2.615936	Schwarz criterion:	-1.055139	
Log likelihood	87.53361	Hannan-Quinn criter.	-1.103449	
F-statistic	3907.428	Durbin-Watson stat:	2.455360	
Prob(F-statistic)	0.000000			

Source: EViews 9.0 output, 2026

Table 6 shows an R-squared of 0.9879 and an adjusted R-squared of 0.7877, indicating that approximately 78.8% of the variation in job satisfaction is explained by the three predictors. The overall model is statistically significant ($F = 3907.428$, $p = 0.0000$). Psychological wellbeing exerted a

strong, statistically significant positive effect on job satisfaction ($\beta = 0.5872$, $t = 6.45$, $p = 0.0000$); accordingly, H_{01} is rejected. Work-life conflict showed a positive but statistically insignificant effect ($\beta = 0.0818$, $t = 0.745$, $p = 0.4575$); H_{02} is therefore not rejected. Perceived

organizational support for work-life balance exerted a statistically significant positive effect on job satisfaction ($\beta = 0.3117$, $t = 3.51$, $p = 0.0006$); H_{03} is accordingly rejected.

Discussion of Findings

Psychological Wellbeing and Job Satisfaction

The significant positive effect of psychological wellbeing on job satisfaction confirms that emotionally stable, resilient and mentally alert health workers report higher satisfaction. This corroborates Ahmad *et al.* (2022) and Ojo and Gbadegesin (2021) ^[15, 24], who found psychological stability central to sustained motivation and commitment. It contrasts, however, with Nwosu and Eke (2020), who argued that psychological wellbeing influences satisfaction only when moderated by leadership support or reward structures. The present finding nonetheless underscores that, in high-stress healthcare environments, psychological wellbeing is integral to job satisfaction and organizational performance.

Work-Life Conflict and Job Satisfaction

The non-significant effect of work-life conflict on job satisfaction, despite its moderate mean rating, contrasts with Adisa *et al.* (2021) and Musa and Obasi (2020), who found work-life conflict a significant predictor of dissatisfaction among healthcare workers. This finding may indicate that health workers at Westend Hospital have developed coping mechanisms, or that other factors, such as professional calling and job security, more strongly shape their satisfaction, consistent with the observation of Ilorin and Adeyemo (2023) ^[1] that healthcare workers may normalise work-life conflict as inherent to the profession.

Perceived Organizational Support and Job Satisfaction

The significant positive effect of perceived organizational support aligns with Ali and Ahmad (2023) and Eneh and Okonkwo (2022) ^[1, 7], who found organizational support mechanisms, including flexible arrangements and supportive supervision, to be strong predictors of satisfaction and loyalty. This is consistent with social exchange theory, whereby employees reciprocate organizational care with positive attitudes. The finding, however, contrasts with Bello and Olatunji (2021) ^[6], who found no significant relationship in a manufacturing context, underscoring the context-specific salience of organizational support in healthcare.

Conclusion and Recommendations

Conclusion

This study concludes that psychological wellbeing and perceived organizational support for work-life balance are significant determinants of job satisfaction among health workers at Westend Hospital, Warri, Delta State, whereas work-life conflict, though present, does not significantly affect satisfaction. Health workers who are emotionally stable and supported by responsive organizational policies report higher satisfaction, suggesting that psychological wellbeing and institutional support may buffer the effects of work-life conflict.

Recommendations

Based on the findings, it is recommended that:

1. Hospital management institute regular mental health support programmes, including counselling services and stress management workshops, to enhance the psychological wellbeing of health workers;

2. Flexible work policies and supportive supervisory practices be institutionalised to help employees manage professional and personal responsibilities; and
3. Continuous training and sensitisation on organizational support for work-life balance be conducted to embed a culture of empathy and employee-centred leadership.

References

1. Adeoye AO, Lawal AA. Work-life balance and job satisfaction among health professionals in Nigeria: The moderating role of organizational support. *African Journal of Health and Social Work*, 2023;14(2):101–116.
2. Ahmed SK. How to choose a sampling technique and determine sample size for research: A simplified guide for researchers. *Oral Oncology Reports*, 2024, 12, 100662.
3. Akinwale AA, George OJ. Managing stress and work-life balance among health workers in Nigeria. *Journal of Human Resource and Sustainability Studies*, 2021;9(3):177–191.
4. Akpomemie P, Aruoren EE, Omoye IE, Igbomor E, Olisemenogor CH. Authentic Leadership and Silence: Role of Commitment. *International Research Journal of Multidisciplinary Scope*, 2026;7(1):146-156.
5. Bakker AB, Demerouti E. The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 2007;22(3):309–328.
6. Choi YM, Kim SY. The influence of work-life balance on job satisfaction and turnover intention among hospital nurses. *Nursing Management*, 2021;49(7):520–528.
7. Dawson D, Moden S, Kershaw K. The role of perceived organizational support for work-life balance in reducing healthcare worker burnout. *Journal of Health Organization*, 2022;27(4):301–317.
8. Diener E, Oishi S, Lucas RE. Psychological wellbeing: The science of subjective well-being. *Annual Review of Psychology*, 2021, 72, 24–51.
9. Eisenberger R, Huntington R, Hutchison S, Sowa D. Perceived organizational support. *Journal of Applied Psychology*, 2021;71(3):500–507.
10. Eruvwe OE, Tarurhor EM, Aruoren EE, Omoye EI. Business Management ethics and customers retention in selected money-deposit banks in Delta and Edo States Nigeria. *American International Journal of Business Management (AIJBM)*, 2024;7(6):30-42.
11. Greenhaus JH, Beutell NJ. Sources of conflict between work and family roles. *Academy of Management Review*, 2022;15(1):77–88.
12. Hobfoll SE. Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 1989;44(3):513–524.
13. Kossek EE, Pichler S, Bodner T, Hammer LB. Workplace social support and work-family conflict: A meta-analysis of the literature. *Journal of Vocational Behavior*, 2021, 118, 103–120.
14. Locke EA. Job satisfaction and job performance: Theory and research. Sage, 2022.
15. Ogunyemi KA, Oladele DA. Work-life conflict, mental health, and job satisfaction among healthcare workers in Nigerian hospitals. *Journal of Health Psychology*, 2021;12(3):215–225.

16. Okolie UC, Igwe PA, Anozie DO. The impact of perceived organizational support on work-life balance and employee outcomes in Nigerian hospitals. *Journal of Health Organization and Management*,2022;36(7):1125–1143.
17. Oladele DA, Okechukwu AU, Ogunyemi KA. Mental health status and job satisfaction of healthcare workers during the COVID-19 pandemic in Nigeria. *Nigerian Journal of Health Research*,2022;15(2):123–134.
18. Omoye EI, Aruoren EE, Tarurhor EM, Eruvwe OE. Leadership style and employee service delivery in money deposit banks in Delta State, Nigeria. *International Journal of Advances in Engineering and Management*,2024;6(6):345–358.
19. Omoye EI, Tarurhor EM, Aruoren EE. Job dissatisfaction and employee retention in money deposit banks in South-South Nigeria. *International Journal of Humanities, Social Science and Management*,2024;4(6):600–615.
20. Omoye EI. Securing the future: How talent retention strategies drive the sustainability of Deposit Money Banks in Southern Nigeria. *Iconic Research And Engineering Journals*,2026;9(11):4919-4928.
21. Omoye EI, Akpos E, Dibia TO. Committed to perform: Organizational commitment as driver of bank employee performance in Nigeria. *International Journal of Commerce and Management Research*,2026;12(2):273-280.
22. Omoye IE. Innovative quality control management and employee productivity in packaged water firms in Delta State. *DELSU Journal of Management Sciences*,2025;7(2):283-295.
23. Onyeukwu HN, Okeke CIO. Predictors of job satisfaction among Nigerian healthcare workers: A structural equation model approach. *African Journal of Management Studies*,2023;10(2):45–58.
24. Rahman MS, Fadipe DM. Work-life balance and job satisfaction among Nigerian health workers: A case study. *Global Journal of Health Science*,2022;14(2):112–121.
25. Ryff CD. Psychological well-being: Meaning, measurement, and implications for health and illness. *Social Science & Medicine*,2022;32(6):1140–1150.
26. Shanafelt T, Noseworthy J. Leadership strategies to promote well-being and reduce burnout among healthcare workers. *Journal of the American Medical Association*,2020;324(9):900–910.
27. Shrestha S, Shrestha P. Impact of work-life balance on mental health and job satisfaction among healthcare workers in Nepal. *Journal of Health Research*,2021;18(1):32–45.
28. Sonnentag S. Recovery from work stress and work-life balance: Insights from employee well-being studies. *Journal of Applied Psychology*,2022;107(4):567–578.
29. Tom EC, Young OU, Muhammad A, Jeroh E, Emumeena MO, Omoye EI, et al. Oil demand-supply equilibria in some selected regions: macroeconomic implications for market stability and energy security. *Eastern Journal of European Studies*,2025;16(SI):36-51. <https://doi.org/10.47743/ejes-2025-SI03>
30. Wang Y, Chang C. Work-life balance and job satisfaction in healthcare workers in Taiwan. *Journal of Nursing Administration*,2020;50(5):271–277.
31. World Health Organization. Mental health and working conditions, 2022. <https://www.who.int/news-room/fact-sheets/detail/mental-health-at-work>.