

ASSESSING THE RELATIONSHIP BETWEEN JOB SATISFACTION AND WORK-LIFE CONFLICT: PERSPECTIVES FROM THE UPPER WEST REGIONAL HOSPITAL IN GHANA **Théophile Bindeouè Nassè ^{(a)1} Ernestina Dakyire Guri ^(b) Joseph Wongnuo Gyelaa ^(c)**^(a) Senior Lecturer, Department of Marketing and Entrepreneurship, School of Business, Simon Diedong Dombo University of Business and Integrated Development Studies (UBIDS), Wa, Ghana; E-mail: masse@ubids.edu.gh^(b) Postgraduate Student, Department of Management Studies, School of Business, Simon Diedong Dombo University of Business and Integrated Development Studies (UBIDS), Wa, Ghana; E-mail: jasielgyelaa352015@gmail.com^(c) Postgraduate Student, Department of Procurement and Supply Chain Management, School of Business, Simon Diedong Dombo University of Business and Integrated Development Studies (UBIDS), Wa, Ghana; E-mail: jgyelaa@ubids.edu.gh**ARTICLE INFO****Article History:**Received: 27th March 2025Reviewed & Revised: 27th July
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double-blind method.**ABSTRACT**

Given the numerous problems related to job satisfaction and conflict in the workplace, a more thorough understanding of the various obstacles workers encounter in Ghana is crucial for offering long-term solutions. Additionally, work-life conflicts affect multiple sectors of activity, including the medical industry in Africa, particularly in Ghana. This present paper assesses the relationship between job satisfaction and work-life conflict at the Upper West Regional Hospital. The present research adopts a pragmatic worldview and employs an exploratory design and quantitative approach. Furthermore, this research investigates the relationship between job satisfaction and work-life conflict by collecting field data through paper questionnaires. For this research, a simple random sampling technique is used to select the respondents. The total number of health workers selected is 179. The research findings reveal a complex relationship characterized by a significant correlation between job satisfaction and work-life conflict, highlighting the multifaceted nature of employee experiences within the hospital environment. Nevertheless, the regression analysis further reveals an adverse effect of job satisfaction on work-life conflict. This finding suggests that management of the Upper West Regional Hospital should address employee concerns regarding pay, rewards, motivation, job security, improved wellbeing, and promotion opportunities, as these factors significantly influence overall job satisfaction and help mitigate work-life balance issues. To help managers, governmental authorities, and industry players understand the challenges faced by workers in the medical sector and provide long-term solutions, this research employs role theory to expand knowledge about job satisfaction and work-life conflict.

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INTRODUCTION

Employees often face challenges in maintaining a work-life balance, which can compromise their personal wellbeing, family life, safety, and privacy. The global trend of pay-for-performance emphasizes the importance of striking a balance between work and personal life. According to Afulani et al. (2021), the relationship between work-life conflict and job satisfaction is a crucial issue that impacts workers worldwide and has a significant impact on both individual wellbeing and organizational performance. While work-life strife can lead to stress, burnout, and a decline in job satisfaction, job satisfaction is often linked to increased employee engagement, improved performance, and reduced absenteeism (Afulani et al., 2021; Salazar & Diego-Medrano, 2021; Asamoah, 2023; Wikantama et al., 2025). The traditional work environment has undergone significant changes globally due to the growth of the gig economy, remote work, and flexible work schedules (Afulani et al., 2021). Although these modifications provide more flexibility, they also make it harder to distinguish between work and personal life, which may lead to increased work-life conflict (Afulani et al., 2021). Effective work-life balance policies are necessary because studies have demonstrated that work-life conflict hurts both job satisfaction and overall life satisfaction (Afulani et al., 2021; Asamoah, 2023). Economic instability, inadequate social infrastructure, and high poverty rates in Sub-Saharan Africa exacerbate the issues of job satisfaction and work-life balance (Dubale et al., 2019). Given the high rates of burnout and job dissatisfaction among healthcare workers, the industry as a whole faces many difficulties

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(Owusu, 2022). According to a study done during the COVID-19 pandemic, high levels of stress and burnout had a detrimental effect on the job satisfaction of healthcare workers in Ghana and Kenya (Dubale et al., 2019).

The healthcare industry in Ghana serves as a focal point for research on work-life conflict and job satisfaction (Dubale et al., 2019). Work-life conflict among healthcare workers is caused by several factors, including management styles, personal life challenges, and inadequate leave policies (Asamoah, 2023). According to a study conducted in the Cape Coast Metropolis, health workers' job satisfaction is significantly impacted by a poor work-life balance, underscoring the need for improved support networks and policies (Asamoah, 2023).

The wellbeing of healthcare professionals and the standard of patient care they deliver are both significantly impacted by the relationship between job satisfaction and work-life conflict. The global adoption of flexible work arrangements has led to increased work-life conflict, which has a detrimental effect on employee performance and job satisfaction (De Stefano, 2016; Wood et al., 2018).

These problems are made worse in Sub-Saharan Africa by high rates of burnout among healthcare professionals and unstable economies (Dubale et al., 2019). Job satisfaction in Ghana, particularly in the healthcare industry, is hindered by factors such as inadequate leave policies, demanding work environments, and personal life challenges that lead to increased work-life balance issues (Asamoah, 2023; Afulani et al., 2021). Healthcare workers, particularly those at Upper West Regional Hospital, confront significant physical risks as well as psychological strain and worry. Since they work long hours, many of them have expressed dissatisfaction about having to seek assistance to care for their families. In academic and professional circles, the topic of work-life conflict and job satisfaction has gained attention. The rationale is that work-life conflicts hurt both workers and companies (Hamid & Amin, 2014). The growing need for a work-life balance is influenced by the trend among health workers, prompting organizations to implement human resource interventions such as flexible schedules and introspection to address stressors (Obimpeh, 2021).

Despite the importance of these issues, relatively little research has been conducted specifically on the connection between work-life conflict and job satisfaction in the context of Upper West Regional Hospital. The limited studies examining the relationship between job satisfaction and work-life conflict (Asamoah, 2023; Owusu, 2022; Akoensi & Annor, 2021) were conducted in distinct contexts, making it challenging to generalize their findings across all settings. Consequently, a gap exists in the literature that requires further exploration to provide more comprehensive insights. Thus, the objective of this paper is to assess the relationship between job satisfaction and work-life conflict at the Upper West Regional Hospital.

LITERATURE REVIEW

Conceptual Review

Work-Life Conflict

Globally, scholarly investigations of work-life conflicts predominantly emphasize the challenges that employees encounter in reconciling their professional and familial obligations (Yihao et al., 2015; Kengatharan, 2017; Salazar & Diego-Medrano, 2021; Misfin et al., 2024). The idea of work-life conflict was initially introduced by Kahn et al. (1964) as "the simultaneous occurrence of two or more sets of pressures such that compliance with one will make compliance with the other more difficult." Work-family conflicts throughout the past fifty years have given rise to this notion. Finding a balance between their personal and professional life is a challenge for most people. The obstacles that employees experience in harmonizing their occupational and family roles have adverse implications for both the individual employee and the organizational entity. Researchers such as Jayaweera (2005) and Greenhaus and Beutell (1985) have demonstrated that work-life conflict can negatively impact employee self-development, career advancement, absenteeism, tardiness, and subpar job performance. As a result, work-life conflicts have garnered considerable attention from national and international policymakers, particularly over the past several decades.

Over the years, several international and national legislative initiatives have been implemented to address the issues arising from the conflict between work and life. For example, organizational managers are required by Convention No. 156 (1981) of the International Labour Organization (ILO) to work towards developing a national policy that guarantees equal employment opportunities for all individuals with family responsibilities, including men and women, without discrimination and, to the extent possible, reduces conflicts between work and family obligations.

The wellbeing and job satisfaction of healthcare professionals are significantly impacted by work-life conflict. Scholars in the health sector have raised concerns about work-life conflict. According to Vallone and Zurlo (2024) and Peter et al. (2021), for example, healthcare workers frequently work irregular schedules, including weekends, holidays, and night shifts, which can disrupt their work-life balance and lead to exhaustion and burnout. The demanding nature of healthcare work, characterized by heavy patient loads and time-sensitive tasks, can lead to significant stress and a reduction in the time available for personal and family life, as noted by Sirgy et al. (2024).

Healthcare professionals frequently deal with emotionally taxing situations, such as patient suffering and death, which can have a detrimental effect on their mental health and cause work-life conflict (Peter et al., 2021). If management and coworkers do not support healthcare workers, they may feel isolated and unsupported at work, which can exacerbate work-life conflict (Sirgy et al., 2024). According to Vallone and Zurlo (2024), exposure to workplace violence and harassment may worsen the mental health of healthcare workers and increase work-life conflict. Restricted leave and vacation time may make it difficult for healthcare workers to take personal time off, potentially further straining their work-life balance (Peter et al., 2021).

Job Satisfaction

Specter (1997) views job satisfaction as a metric reflecting workers' overall contentment with their employment, encompassing both their general feelings towards the job and specific dimensions such as the nature of work or supervision. Locke (1976, p. 1304) defined work satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences", a definition commonly recognized in organizational research. This definition reveals that the sensation of being satisfied with one's job is intrinsically linked to the construct of job satisfaction.

Research has illuminated the factors contributing to job satisfaction, such as recognition of work results, professional development opportunities, and balance between work-life and personal life (Hariyasasti & Purwanto, 2025), demonstrating that supportive workplace features have a positive correlation with job satisfaction, while work-related stressors have the opposite effect (Dorenkamp & Ruhle, 2018). Finally, Gautam et al. (2025) portray job satisfaction as a psychological state influenced by the harmony between personal and professional domains, which in turn affects whether employees choose to stay or leave their jobs.

Link between Job Satisfaction and Work-Life Conflict

The concept of work-life conflict serves as an important indicator of how people cognitively interpret their work and personal life contexts, which helps explain their level of job satisfaction (Dorenkamp & Ruhle, 2018). A healthcare professional facing work-life conflict believes that the responsibilities of one role are negatively impacting their engagement in another role (Greenhaus & Beutell, 1985). This implies that there are several dimensions to work-life conflict, with work-related concerns competing with life-related concerns for influence over job satisfaction. Dorenkamp and Ruhle (2018) suggest that work-life conflict significantly influences how individuals cognitively perceive the boundaries between their personal and professional lives, thereby explaining their degree of job satisfaction. A healthcare practitioner experiencing work-life conflict feels that their involvement in one position is being negatively impacted by the duties of another (Greenhaus & Beutell, 1985). This suggests that work-life conflict has several dimensions, with concerns about the work environment competing with concerns about one's personal life for sway over job satisfaction.

Notably, a healthy work-life balance and a decline in work-life conflict are positively connected with favourable employment outcomes, such as life happiness, family support, marital and leisure satisfaction, and family success (Allen et al., 2000). Conversely, high levels of conflict between work and personal life and low work-life balance are linked to reduced job satisfaction, decreased organizational commitment, decreased productivity and performance, decreased career satisfaction and success, increased absenteeism, increased employee intentions to resign, increased employee burnout, increased job stress, compromised physical and mental health, substance abuse, and impaired family functioning.

This investigation focuses on work-life conflict among healthcare workers, primarily due to their high workloads and limited work flexibility, which results in ongoing tension between work-related and personal duties. Moreover, healthcare professionals are acknowledged for the demanding nature of their work, which substantially affects their overall wellbeing, work-life balance, and job performance (Dousin et al., 2019; Gautam et al., 2025). Arora et al. (1990) studied female entrepreneurs and found a negative correlation between work-family conflict and job satisfaction. Similarly, Aryee (1992) reported comparable outcomes among Singaporean professional women. Pleck et al. (1980) observed that women in the workforce experiencing work-family conflict exhibited lower levels of job satisfaction. These findings were supported by subsequent research from Adams et al. (1996) and Kopelman, Greenhaus, and Connolly (1983). Conversely, Holahan and Gilbert's (1979) study identified a positive correlation between work-family conflict and job satisfaction. These findings suggest that the relationship between work-life conflict and job satisfaction is complex and may vary across different contexts and populations. The current research aims to further explore this relationship, with a particular focus on how healthcare workers manage the challenges of balancing work and personal life to achieve job satisfaction.

Given the complexity and multidimensional nature of work-life conflict and job satisfaction, the researchers hypothesize that these two variables are interrelated. The research is testing the following hypotheses:

H₀: There is no relationship between job satisfaction and work-life conflict.

H_a: There is a relationship between job satisfaction and work-life conflict.

Leave Policies

The Ghanaian government is committed to providing fair employment opportunities for all employees in the public sector. It actively promotes work-life balance through the implementation of human resource policies and responsive work practices. The guiding principles of the policy framework for leave entitlements are accountability, transparency, ownership, and equity. As an illustration, the Public Service Commission's updated Policy Framework for leave entitlements and management in public services in Ghana clearly outlines the different kinds of leave entitlements and provisions available to all Public Servants with full-time (confirmed) or fixed-term appointments. Annual leave, sick leave, paid and unpaid study leave, maternity leave, casual leave, part-time leave, compassionate leave, embarkation and disembarkation leave, leave without pay, or personal leave (due to sports, paternity, special leaves, and leave of absence, among other things) are some of the categories of leave.

As stated by Madogwhei and Omogero (2023), leave refers to the number of hours or days that staff members of a company are permitted to miss work during a given period without incurring penalties. Employees are entitled to take this time off for any reason they deem fit, and the organization will cover the cost of this period of absence. Additionally, it provides workers with the opportunity to alleviate the stress associated with their jobs and maintain a balance between work

and personal obligations. The capacity of workers to complete responsibilities outside of their jobs is greatly aided by this work-life balance, which helps balance work-related tasks.

Theoretical Review

The Role Theory

According to the literature, a variety of theoretical frameworks, including social exchange theory, interdependence theory, social identity theory, and role theory, are used to explain the occurrence of work-life conflicts. The latter approach receives the most attention (Morrison et al., 2020). This study examines the relationship between job satisfaction and work-life conflicts at Upper West Regional Hospital. The development of role theory by Kahn et al. (1964) dates back more than fifty years, specifically in the context of work-family conflict. Role theory suggests that expectations and roles are interconnected, leading to inter-role conflict. The stress and time spent on one role make it harder to fulfill another. Moreover, the particular behaviours that one role requires can make it challenging to complete another role's obligations, which in turn affects how well employees perform as a whole (Greenhaus & Beutell, 1985). According to Kahn et al. (1964), roles are influenced by what other people perceive as proper behavior for individuals in particular positions. As a result, people performing distinct tasks are subjected to disparate expectations, and competing expectations within a single function have the potential to ignite intraoral conflict. Furthermore, the demands of one position may conflict with those of other roles, causing overload and psychological and physical stress that negatively affect the wellbeing of individuals carrying out the job obligations (Hall & Hall, 1982). Role theory, the researchers contend, is relevant to the current study since many previous studies have used this theoretical framework to examine similar correlations (Dorenkamp & Ruhle, 2018; Frone, 2000; Morrison et al., 2020). Ametorwo (2016), for instance, applied this theory to identify the types of work-family conflicts faced by female entrepreneurs and the coping mechanisms they employ to manage the ongoing demands of their personal and professional lives. Furthermore, this theory encompasses all the necessary variables to structure this research coherently.

The current study thus hypothesizes that work-life conflicts will negatively impact job satisfaction, particularly among healthcare professionals. On the other hand, when these individuals achieve a state of work-life balance, which fosters harmony between their personal and professional domains, their job satisfaction increases, allowing them to mitigate the adverse effects of employee dissatisfaction and job stress.

After the review of the literature, the researchers came up with the subsequent model:

Research Model



Figure 1. Research Model

Source: Authors' construct 2024

MATERIALS AND METHODS

The researchers adopted a pragmatic worldview and therefore reasoned that reality can be understood through different approaches (Creswell, 2009). The research design used in this study is exploratory. We employed an exploratory design to assess the complex relationship between job satisfaction and work-life conflict at Upper West Regional Hospital. The exploratory research also helped in the initial exploration of variables and the development of hypotheses. As positivists, we employed the quantitative approach. We employed the quantitative approach because it enabled the objective measurement of variables such as job satisfaction and work-life conflict using structured surveys and scales. This helped in obtaining precise and reliable data. The quantitative approach also enabled the use of statistical techniques to analyze the data and determine the strength and nature of the relationship between job satisfaction and work-life conflict at Upper West Regional Hospital. The target population for this study includes all physicians, physician assistants, medical specialists, nurses, midwives, and key informants affiliated with Upper West Regional Hospital. The target demographic consisted of 324 employees at Upper West Regional Hospital. The regional hospital was chosen based on two factors: it is the largest referral hub for healthcare delivery in the Upper West Region, and it employs a diverse range of medical professionals. The unit of analysis in this research includes Medical Doctors (7), Medical Specialists (7), Nurses, and Midwives (306), alongside pivotal informants such as Hospital Administrator, Medical Director, Head Nurses, and Head Midwives (4). A simple random technique is used to select the different respondents for this research. The sample size was determined using Slovin's formula:

$$n = \frac{N}{1 + N(e)^2} \dots \dots \dots (1)$$

Where n= sample size; N= population, and e = error or significance level

In this study, N = 324 (i.e., total) and e = 0.05.

$$n = \frac{324}{1 + 324(.05)^2} = 179.0 \dots \dots (2)$$

The sample size for this study was 179 respondents.

A questionnaire is used in this study to gather data. The questionnaire is pretested twice (namely, face validity and content validity) to ensure that respondents understand the questions easily when it is finally administered. The data for the

study were gathered from both primary and secondary sources. Reliability is measured using the Cronbach's alpha value for the items of the different variables. The Cronbach alpha values are significant (see Table 1).

Table 1. Cronbach's Value of the items of the different Variables

| Variable | Number of Items | Cronbach Value |
|--------------------|-----------------|----------------|
| Job Satisfaction | 10 | .685 |
| Work-Life Conflict | 15 | .856 |

Source: Field Study, 2024

Job Satisfaction: The job happiness scale has a Cronbach's alpha of 0.685, indicating adequate internal consistency across the job satisfaction-measuring items. Although marginally lower than the other constructions, this number nonetheless indicates a respectable degree of dependability when assessing work satisfaction.

Work-Life Conflict: The work-life conflict scale exhibits a high degree of internal consistency among its items, as indicated by a Cronbach's alpha score of 0.856. This implies that the work-life conflict-related questionnaire questions have a strong correlation with one another, offering a trustworthy way to quantify this concept.

Finally, the respondents were assured that the data collected from them would be used solely for the present research and that their identity would be kept confidential (Nassè, 2022).

RESULTS

We unraveled the intricate web of connections between job satisfaction and work-life conflict.

Measurement of Job Satisfaction

The analysis of job satisfaction statements reveals a mixture of satisfaction levels among employees at the Upper West Regional Hospital. The analysis of Table 2 detailing the various facets of job satisfaction among employees at the Upper West Regional Hospital presents an intricate landscape of sentiments and perceptions. A predominant sense of contentment emerges regarding the overall job and the nature of the work performed, reflecting substantial levels of 76% and 89%, respectively, with moderate to delighted feelings.

This prevailing positivity highlights a fundamental satisfaction with the core responsibilities and tasks employees undertake. However, within this favourable view, nuanced disparities surface concerning tangible aspects such as physical work conditions, remuneration, and job security. While approximately 60% find the physical work conditions satisfactory, the data illustrate a fragmented viewpoint on pay rates and job security. Dissatisfaction or moderate satisfaction is predominant among 58% of employees regarding pay rates, raising concerns about their overall contentment with their earnings. Moreover, a substantial 66% express dissatisfaction or moderate satisfaction regarding job security, pointing to potential concerns or uncertainties among the workforce about the stability of their roles.

Examining the relational aspects of work, the data presents a significantly favourable picture regarding relationships with managers and the latitude to exercise initiative. An overwhelming 92% report satisfaction with their relationship with managers, signifying a positive rapport and effective managerial interactions.

Similarly, 94% express contentment with the opportunities to exercise initiative, indicating a perceived sense of empowerment within their job roles. However, contrasting this positive narrative are aspects like promotion prospects and intellectual stimulation. Dissatisfaction or neutrality is palpable regarding promotion prospects, highlighting an area requiring attention to foster career advancement opportunities. Additionally, responses regarding intellectual stimulation reveal a balanced spectrum, suggesting room for further assessment to enhance opportunities for intellectual growth and challenge within the work environment.

Table 2. Measurement of Job Satisfaction

| Statement | ED | VD | MD | NS | MS | VS | ES |
|--|----|----|----|----|----|----|----|
| Your job overall | 4 | 62 | 18 | 4 | 49 | 29 | 13 |
| The work itself | 2 | 50 | 31 | 3 | 54 | 31 | 8 |
| The physical work conditions | 28 | 19 | 22 | 11 | 49 | 38 | 12 |
| Relationships with your manager | 7 | 44 | 11 | 2 | 68 | 34 | 13 |
| Your promotion prospects | 5 | 47 | 6 | 20 | 33 | 58 | 10 |
| Your rate of pay | 7 | 36 | 10 | 55 | 37 | 24 | 10 |
| Your hours of pay | 6 | 11 | 6 | 92 | 35 | 26 | 3 |
| Your job security | 8 | 46 | 4 | 10 | 56 | 55 | 0 |
| Your opportunities to use initiative | 8 | 42 | 16 | 19 | 42 | 52 | 0 |
| The intellectual stimulation you receive | 17 | 43 | 14 | 18 | 46 | 41 | 0 |

Source: Field Survey, 2024

Measurement of Work-Life Conflict

Table 3, sourced from the Upper West Regional Hospital, provides a rich and nuanced portrayal of employee perspectives, illuminating a multifaceted landscape of their professional and personal experiences. Surprisingly, a substantial proportion of respondents, accounting for approximately 66.8%, expressed a disagreement or strong disagreement regarding the incompatibility of family or life roles with their work responsibilities. This statistical insight suggests a potentially intriguing

narrative: a significant portion of employees may not perceive a pronounced conflict between their personal and professional duties. It hints at a plausible balance or harmonization between these spheres for a substantial segment of the workforce.

This revelation suggests that while some employees do not perceive a direct conflict between their family and work roles, a notable segment encounters stress originating from their personal lives. This dual dynamic implies that while some employees may maintain a perceived equilibrium between work and personal life, others grapple with stress emanating from their familial domain, which affects their overall wellbeing and potentially spills over into their work performance.

Shifting the focus to work-related factors, a significant revelation emerges within the dataset. Over 70% of employees admitted to experiencing stress or frustration attributed to various work-related factors. Among these, a spectrum of issues, including coping with heavy workloads, enduring pressure to work overtime, and facing strained relationships with coworkers or clients, emerged as prominent stressors. This substantial percentage highlights the complex and challenging nature of the hospital's work environment, which presents a diverse array of stress-inducing elements. Intriguingly, despite acknowledging familial stress, this aspect does not directly translate into a perceived conflict between family and work roles for many respondents.

The intricate interplay between the personal and professional spheres, underscored by these findings, emphasizes the need for a comprehensive understanding of their interactions and subsequent impacts on employee experiences. It highlights the multifaceted nature of stressors that impact employees, encompassing both work-related and personal domains. Recognizing and addressing these complexities is crucial in developing tailored support mechanisms, targeted interventions, and nuanced policies that holistically address employee wellbeing, job satisfaction, and stress management within the hospital setting.

Understanding the influential role of work-related stressors on employees' overall experiences holds pivotal importance in formulating strategies to foster a more supportive and conducive work environment. By acknowledging and addressing these multifaceted stressors, the hospital administration can effectively enhance individual satisfaction levels, foster a healthier workplace culture, and potentially bolster organizational performance. The depth of insights derived from this comprehensive analysis paves the way for tailored approaches, ensuring a healthier and more productive workplace that fosters employee wellbeing and sustained performance.

Table 3. Measurement of Work-Life Conflict

| STATEMENT | A | SA | N | D | SD |
|--|----|----|----|----|----|
| Incompatibility of family/life roles with work roles | 10 | 25 | 28 | 93 | 23 |
| I have constant time pressure due to a heavy workload | 41 | 31 | 16 | 81 | 10 |
| I experience stress at work | 49 | 50 | 8 | 63 | 9 |
| Excessive work demand | 38 | 49 | 17 | 75 | 11 |
| Due to pressure, I have to work overtime | 38 | 49 | 7 | 71 | 14 |
| I have many interruptions and disturbances while performing my job | 14 | 31 | 26 | 95 | 13 |
| I have an unsupportive spouse or family members | 25 | 53 | 12 | 24 | 65 |
| I have poor relationships with clients | 21 | 15 | 25 | 62 | 56 |
| I have poor relationships with coworkers | 41 | 48 | 6 | 21 | 63 |
| I experience work overload | 20 | 44 | 38 | 58 | 19 |
| My job is risky | 13 | 40 | 9 | 96 | 21 |
| I experience excessive demands from my spouse or family | 13 | 34 | 26 | 72 | 34 |
| I have irregular work schedules | 9 | 30 | 19 | 96 | 25 |
| I feel satisfied with my job | 32 | 59 | 13 | 60 | 15 |
| I feel frustrated while doing the job | 11 | 30 | 33 | 68 | 37 |

Source: Field Study, 2024

Table 4. Correlation between Job Satisfaction and Work-life Conflict

| | | Work-life conflict | Job satisfaction |
|---------------------------|---------------------|--------------------|------------------|
| Work-life conflict | Pearson Correlation | 1 | .384** |
| | Sig. (2-tailed) | | .000 |
| | N | 179 | 179 |
| Job satisfaction | Pearson Correlation | .384** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 179 | 179 |

Source: Field study, 2024

The correlation analysis conducted on job satisfaction and work-life conflict at the Upper West Regional Hospital provides valuable insights into the complex dynamics of employee wellbeing.

The correlation between job satisfaction and work-life conflict, as presented in Table 4, shows a significant positive relationship with a Pearson correlation coefficient of 0.384. This Value indicates a weak to moderate positive correlation between the two variables. This means that the Pearson correlation coefficient of 0.384 suggests a weak to moderate positive relationship between work-life conflict and job satisfaction. In general, correlation coefficients range from -1 to +1, where values between 0.3 and 0.5 are considered moderate. As work-life conflict increases, job satisfaction tends to increase slightly as well. However, this finding may seem counterintuitive, as higher work-life conflict is often expected to reduce job satisfaction. The p-value (Sig. 2-tailed) is 0.000, which is less than 0.01, indicating that the relationship is statistically significant at the 1% significance level. This confirms that the observed relationship between work-life conflict and job satisfaction is unlikely to be due to chance.

The positive relationship might seem unexpected, as higher work-life conflict is typically associated with lower job satisfaction. Contextual and intrinsic motivational factors contributed to the positive relationship between the two. Contextually, the specific nature of the work environment or cultural context could influence this relationship. For example, in some industries, employees may accept higher work-life conflict in exchange for higher pay, career growth, or prestige, which may still lead to greater job satisfaction.

By implication, the positive link suggests that work-life conflict is not always detrimental to job satisfaction. It may depend on the individual's perspective or the organization's support systems.

This, therefore, implies that employers should not assume that reducing work-life conflict automatically leads to increased job satisfaction. It may be more complex and require additional support mechanisms, such as flexible work arrangements or mental health resources.

Regression Analysis

We ran a regression analysis to determine the relationship between job satisfaction and work-life conflict.

Table 5. Regression Analysis

| Coefficients ^a | | | | | |
|---|------------------|-----------------------------|------------|---------------------------|--------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T |
| | | B | Std. Error | Beta | |
| 1 | (Constant) | 1.965 | .178 | | 11.052 |
| | Job satisfaction | -.093 | .043 | -.209 | -2.196 |
| a. Dependent Variable: work-life conflict | | | | | |

Source: Field Study, 2024

This statistical model aims to explore the relationship and impact of job satisfaction on work-life conflict. The coefficients in the model provide insights into the strength and direction of these relationships. As shown in Table 5, job satisfaction exhibits a negative relationship with work-life conflict, denoted by a negative coefficient of -0.093 ($p = 0.029$). A decrease in job satisfaction is associated with a higher level of work-life conflict. This finding implies that when employees are less satisfied with their jobs, they tend to experience greater conflict between their professional and personal lives. In other words, there is a significant inverse relationship between job satisfaction and work-life conflict.

The impact is that for every one-unit increase in job satisfaction, work-life conflict is expected to decrease by 0.093 units. Since the p -value (0.029) is less than 0.05, we can conclude that job satisfaction is a significant predictor of work-life conflict. The practical implication is that the Wa Regional Hospital may focus on enhancing employee job satisfaction to reduce work-life conflict, thereby improving overall employee wellbeing.

Table 6. Model Fitting Information

| Model Fitting Information | | | | |
|---------------------------|-------------------|------------|----|------|
| Model | -2 Log Likelihood | Chi-Square | Df | Sig. |
| Intercept Only | 1095.833 | | | |
| Final | .000 | 1095.833 | 60 | .000 |
| Link function: Logit. | | | | |

Source: Field Study, 2024

The model-fitting information indicates the goodness of fit for the model assessing work-life conflict based on various factors. The "Final" model shows a significant improvement in fit compared to the "Intercept Only" model, as evidenced by the decrease in the -2 Log Likelihood from 1095.833 to 0.000. The Chi-Square statistic for the Final Model, with 60 degrees of freedom, demonstrates a substantial improvement in predicting work-life conflict compared to a model with no predictors (Intercept Only). The p -value of 0.000 indicates that the Final Model's improvement in fit is statistically significant.

The use of the Logit link function in this model suggests that it predicts the log-odds of the dependent Variable (job satisfaction) being in a particular category based on the independent Variable (work-life conflict).

The relationship between job satisfaction and work-life conflict at the Upper West Regional Hospital

The results in Table 4 show that the Pearson correlation value between job satisfaction and work-life conflicts is highly significant at a p -value of 0.000 (Pearson correlation value $r = 0.384$). In addition, the Value showing the correlation between job satisfaction and work-life conflicts is highly significant (sig. Value $\sigma = .000$). Thus, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is confirmed.

H_a: There is a relationship between job satisfaction and work-life conflict.

There is a significant negative correlation ($r = -0.373$, $p = 0.016$) between feeling depressed because of work and job satisfaction. This suggests that employees who report feeling depressed due to work tend to have lower job satisfaction. Addressing factors contributing to work-related depression may improve overall job satisfaction.

Table 7. Job Satisfaction and Work-Life Conflict

| Variables | Correlation (r) | Significance (p-value) |
|--|-----------------|------------------------|
| Feeling depressed due to work and job satisfaction | -0.373 | 0.016 |
| Work-life conflict and working more than 8 hours/day | 0.303 | 0.054 |
| Work-life conflict and inability to spend time with family | 0.346 | 0.027 |
| The presence of a paid maternity/paternity leave policy and work-life conflict | 0.349 | 0.025 |
| Feeling efficient after returning from leave and work-life conflict | -0.367 | 0.018 |
| Ability to work from home and work-life conflict | -0.316 | 0.044 |
| Skipping holidays for work and work-life conflict | 0.221 | 0.165 |
| Worries about work outside of working hours and work-life conflict | 0.496 | < 0.01 |
| Receiving support from colleagues and work-life conflict | 0.335 | 0.032 |
| Working in shifts and work-life conflict | Not significant | N/A |

Source: Field Study, 2024

DISCUSSIONS

Hypothesis (Ha): There is a relationship between job satisfaction and work-life conflict

Work-life conflicts have been extensively studied in the literature, with numerous researchers investigating their impact on various aspects of employees' wellbeing and job performance (Greenhaus & Beutell, 1985; Hammer et al., 2009). Previous studies have consistently found a significant negative relationship between job satisfaction and work-life conflict (Allen et al., 2013; Frone, 2003). For instance, Allen et al. (2013) demonstrated that lower job satisfaction among employees is associated with higher levels of work-life conflicts. Similarly, Frone (2003) highlighted the detrimental effects of work-life conflicts on job satisfaction, emphasizing the importance of achieving a balance between work and personal life to enhance overall job satisfaction.

Previous research consistently supports this hypothesis, indicating that higher levels of work-life conflicts led to lower job satisfaction (Allen et al., 2013; Frone, 2003).

The study findings align with this trend, showing a moderate negative correlation between work-life conflict and job satisfaction. However, it is essential to consider that correlation does not imply causation. While our results suggest a relationship between these variables, other factors may also influence job satisfaction, and the direction of causality cannot be determined solely based on correlation. Future research could employ longitudinal designs to understand better the causal relationship between job satisfaction and work-life conflict.

CONCLUSIONS

This paper assessed the relationship between job satisfaction and work-life conflict at the Upper West Regional Hospital of Ghana. The analysis of work-life conflict and job satisfaction at the Upper West Regional Hospital provides valuable insights into the nuanced interplay between these two critical aspects of employee wellbeing.

This exploratory research presents a novel approach to informing policy decisions and strategic interventions that aim to enhance job satisfaction, improve employee retention, and promote the overall wellbeing of healthcare professionals in Ghana.

The study's findings reveal a complex relationship characterized by a significant correlation between job satisfaction and work-life conflict, underscoring the multifaceted nature of employee experiences within the hospital environment. One of the key takeaways from this study is the statistically significant, albeit weak to moderate positive correlation between job satisfaction and work-life conflict ($r = 0.384$, $p = 0.00$). While this finding may initially appear counterintuitive, it suggests that other factors influence job satisfaction and work-life conflict. Factors such as intrinsic motivation, the nature of hospital work, and employees' perceptions of their roles may contribute to this result. For instance, employees who feel engaged or challenged by their work may experience work-life conflict but still report higher job satisfaction.

The study also highlights areas of concern that warrant attention. High levels of dissatisfaction were observed concerning pay rates (58% dissatisfied or moderately satisfied) and job security (66% dissatisfied or moderately satisfied). These aspects of job satisfaction are essential for employee retention and overall wellbeing. Additionally, work-related stressors, such as heavy workloads, overtime demands, and strained relationships with coworkers or clients, significantly impacted employees' experiences. Over 70% of employees reported experiencing work-related stress, reflecting the demanding nature of the healthcare environment.

The regression analysis further reinforces the negative relationship between job satisfaction and work-life conflict. A negative coefficient (-0.093 , $p = 0.029$) indicates that higher job satisfaction is associated with a reduced level of work-life conflict. This finding suggests that strategies designed to enhance job satisfaction may serve as a potential intervention to mitigate work-life conflict among hospital employees. Efforts to enhance job satisfaction include improving remuneration, promoting career advancement opportunities, and fostering a supportive work environment.

This research has contributed to the redefinition of the concepts of work-life conflict and job satisfaction in this context. Thus, this contribution adds to the existing literature.

The study's findings suggest several managerial implications for the management of the Upper West Regional Hospital. First, it is essential to address employee concerns regarding pay, job security, and promotion opportunities, as these factors significantly influence overall job satisfaction. Second, the hospital administration should prioritize stress management initiatives, such as mental health support, workload redistribution, and promoting healthy work-life balance practices. Flexible work arrangements and the option to work from home, where feasible, may also help reduce work-life

conflict, as evidenced by the study's findings. Furthermore, the positive correlation between the presence of paid maternity/paternity leave and work-life conflict presents an opportunity for further exploration. While such policies are typically intended to reduce conflict, the observed positive correlation suggests that the implementation or utilization of these policies may require review. Ensuring that these policies are effectively communicated and accessible to employees could help achieve the desired outcomes.

This research has not received funding. The lack of financial resources limited the researchers' possibilities to investigate some complex issues related to the topic.

The study suggests a longitudinal design for future research to understand better the causal relationship between work-life conflict and job satisfaction, and the use of qualitative methods, such as in-depth interviews or focus groups, for a more comprehensive perspective. Future studies could also explore additional variables such as job stress and employee frustration, and their relationship with work-life conflict.

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