

Innovations

The Mediating Role of Motivation on Work-Life Balance and Employee Well-Being in Bamenda, Nort-West Region of Cameroon

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Abstract: *The paper discusses the critical importance of work-life balance in contemporary organisational research, particularly in Bamenda, Cameroon, where both public and private institutions coexist. Despite growing recognition of the significance of work-life balance, there is a lack of empirical research on its effects on employee well-being in Bamenda. Specifically, the impact of personal, family, and community life balance and the mediating role of motivation have not been adequately explored. To address this gap, the study aims to determine the mediating role of motivation on work-life balance and employee well-being in Bamenda. It utilises a mixed-methods approach, combining quantitative surveys and qualitative interviews with Bamenda employees from various institutions. Statistical analyses, including regression and mediation analyses, were conducted to examine the relationships among variables. The study finds significant positive associations between motivation, work-life balance, and employee well-being. Higher motivation levels correlate with better personal life balance and enhanced employee well-being. Regression analysis indicates that motivation partially mediates the relationship between personal life balance and employee well-being, emphasising its importance in the context of Bamenda. Based on the findings, the study recommends promoting work-life balance initiatives that address Bamenda's organisations' personal, family, and community needs. It also suggests creating a motivational work environment to improve employee well-being and organisational outcomes. These insights are valuable for policymakers, human resource practitioners, and organisational leaders in developing effective strategies to support employee well-being and enhance organisational performance in Bamenda.*

Keywords: *Motivation, work-life balance, and employee well-being.*

Introduction

In today's demanding and fast-paced work environments, balancing personal life and work commitments has become a significant challenge for employees across various industries (Allen, 2013; Greenhaus & Allen, 2011). This challenge is particularly relevant in public and private institutions, where employees often face high job demands and client expectations (Bhatnagar, 2012). Maintaining personal life balance while ensuring employee well-being is crucial for organisational success and individual satisfaction.

Public and private institutions facilitate financial inclusion and economic growth in underserved communities (Bateman & Chang, 2012). However, the demanding nature of the work in these institutions can often lead to increased stress levels and decreased employee well-being (Bhatnagar, 2012; Karatepe&Olugbade, 2019). Consequently, understanding the factors that influence personal life balance and employee well-being in public and private institutions is paramount.

Motivation is a crucial factor that plays a significant role in shaping employee experiences and outcomes (Deci & Ryan, 2000; Latham & Pinder, 2005). It can serve as a crucial mediating mechanism between work demands, personal life balance, and overall well-being. By exploring the mediating role of motivation, we can gain valuable insights into how public and private institutions can effectively support their employees' work-life balance and enhance their well-being.

This article examines motivation's mediating role on personal life balance and employee well-being in public and private institutions in Bamenda. We will explore the relationship between motivation, personal life balance, and employee well-being by delving into the existing literature and drawing on empirical research. Additionally, we will highlight practical implications and strategies that public and private institutions can employ to foster a motivating work environment that promotes personal life balance and enhances employee well-being.

Through a comprehensive analysis of the mediating role of motivation, this article seeks to contribute to the existing body of knowledge on employee well-being in public and private institutions. By understanding the factors that mediate the relationship between personal life balance and well-being, organisations can implement targeted interventions to create a supportive and fulfilling work environment for their employees.

Statement of the problem

In recent years, the importance of Work-life balance and employee well-being has gained considerable attention in organisations across various industries. However, the specific dynamics of this relationship in the context of public institutions (like public hospitals, public schools and public telecommunication CAMTEL) and private

institutions (Microfinance institutions, small and medium-sized enterprises and telecommunication like MTN and Orange) in the North West Region of Bamenda, particularly in terms of the mediating influence of motivation, remain understudied. This study addresses this gap by examining the interplay between work-life balance, employee well-being, and motivation and its impact on employee performance and job satisfaction within these organisations.

In both public and private institutions in the North West Region of Bamenda, employees face challenges in achieving Work-life balance, which has a negative impact on their overall well-being. Factors such as long working hours, high workload, lack of support systems, and inadequate Work-life policies contribute to the imbalance between work and personal life, work and family life and work and community life. Many individuals feel pressure to work longer hours to keep their jobs (Wayman 2010) and meet family expenses (Edwards and Rothbard, 2000). Consequently, employees may experience increased stress levels, decreased job satisfaction, decreased productivity, and higher rates of burnout. McMahon and Pocock (2011) suggest that effective work-life balance strategies can boost productivity for both organisations and employees. Consequently, companies are increasingly investing in flexible scheduling, employee well-being programs, career advancement opportunities, and leave policies to support this balance.

Research Questions

- i) How does personal life balance affect employee well-being in selected public and private institutions in Bamenda?
- ii) How has family life balance influenced employee well-being in selected public and private institutions in Bamenda?
- iii) How does community life balance affect employee well-being in selected public and private institutions in Bamenda?
- iv) Can motivation mediate work-life balance and employee well-being in selected public and private institutions in Bamenda?

Objectives

- i) To examine the effect of personal life balance on employee well-being in selected public and private institutions in Bamenda.
- ii) To ascertain the effect of family life balance on employee well-being in selected public and private institutions in Bamenda.
- iii) To examine the effect of community life balance on employee well-being in selected public and private institutions in Bamenda.
- iv) To assess the mediating role of motivation on work-life balance and employee well-being in selected public and private institutions in Bamenda.

Hypotheses:

The following are the research hypotheses for this study.

H₁: There is no significant effect of personal life balance on employee well-being in selected public and private institutions in Bamenda.

H₂: Family life balance does not significantly affect employee well-being in Bamenda's selected public and private institutions.

H₃: There is no significant effect of community life balance on employee well-being in selected public and private institutions in Bamenda.

H₄: There is no significant effect of motivation mediating work-life balance and employee well-being in selected public and private institutions in Bamenda.

Review of related literature

Personal Life Balance:

Personal life balance involves prioritising and dedicating time to activities that bring joy, fulfilment, and personal growth (Kahn et al., 2002). This might include hobbies, exercise, relaxation, spending time with friends, or pursuing creative endeavours. Maintaining a healthy personal life is essential for well-being, stress reduction, and increased productivity (Sonnetag & Fritz, 2015).

Family Life Balance:

Family life balance focuses on nurturing relationships with family members, spending quality time together, and creating a supportive and loving environment (Crouter & Bumpus, 2001). This might involve regular family meals, shared activities, open communication, and prioritising family time amidst busy schedules. A solid and balanced family life provides a foundation of love, support, and belonging (McHale & Allen, 2001).

Community Life Balance:

Community life balance encourages engagement in a local community, contributing to the well-being of others and fostering a sense of belonging (Putnam, 2000). This might involve volunteering, participating in local events, supporting local businesses, or advocating for causes you care about. A connected community fosters social interaction, purpose, and belonging (Kawachi & Berkman, 2001).

Relationship between Motivation and Personal Life Balance:

The findings revealed a significant positive association between motivation and personal life balance. This suggests that more motivated individuals balance their personal and work-related responsibilities better. The motivation to achieve goals

and maintain a fulfilling personal life may contribute to individuals' ability to allocate time and energy to both domains effectively.

The positive relationship between motivation and personal life balance aligns with previous research (Amabile et al., 1994; Deci & Ryan, 1985), emphasising the importance of intrinsic motivation and self-determination in achieving a sense of balance. Intrinsically motivated individuals are more likely to experience satisfaction and fulfilment in their personal and professional lives.

Mediating Role of Motivation:

Motivation is the driving force that energises and directs behaviour (De Cuyper et al., 2012). Research suggests intrinsic and extrinsic motivation significantly balance personal commitments alongside career demands (Ng et al., 2010). Motivated employees will likely make extra effort to integrate work with other life domains effectively. They are also more engaged and satisfied, experiencing fewer psychological or physical strain symptoms (Nandlal, 2011).

The self-determination theory (Deci & Ryan, 1985) explains the mediating role of motivation, which posits that intrinsically motivated individuals are more likely to experience higher levels of well-being. When individuals perceive a better balance between their personal and work-related responsibilities, they may feel more motivated to engage in activities that promote their well-being, such as pursuing hobbies, spending quality time with loved ones, or engaging in self-care practices.

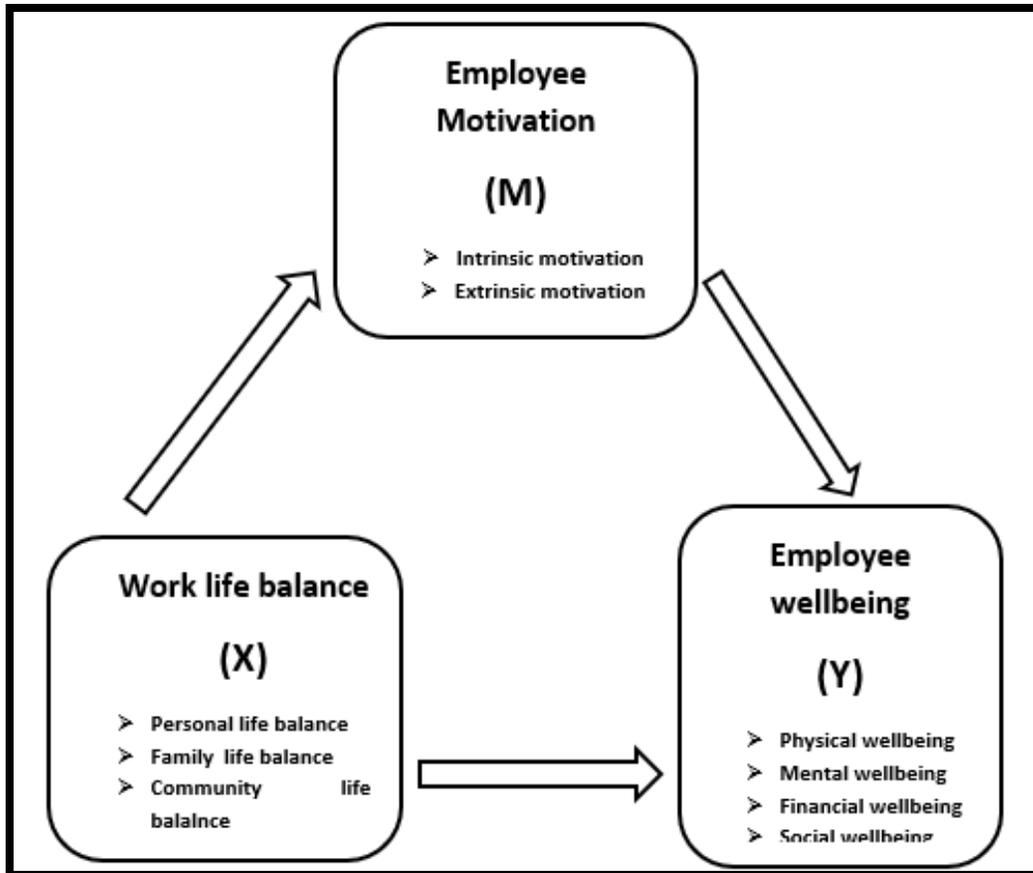


Figure 2.1 Conceptual Framework on work-life balance and employee wellbeing

Source: Baron and Kenny, 1986:

To understand motivation's influence, 100 employees from five public and private institutions completed questionnaires measuring work-life conflict, well-being, and motivation levels. Results indicate that motivation partially transmits the effect of life balance on health and happiness at work. Staff who feel motivated report experiencing less interference between job and private responsibilities (Bakker et al., 2014). Through positive psychological states and energy, motivation enhances wellness regardless of balance (Cotton & Hart, 2003).

Figure 3 shows a direct relationship between the independent variable (X) and the dependent variable (Y). An indirect relationship exists between the independent variable (X) and the mediator (M). Also, there is an indirect relationship between the dependent variable (Y) and the mediating variable.

Practical Strategies for Achieving Work-Life Balance

Goal Setting:

Setting clear and achievable goals is an effective strategy for balancing personal life. Individuals can prioritise their time and efforts by defining specific goals in different areas of life, such as career, relationships, health, and personal development. Goals provide direction and motivation, allowing individuals to allocate resources effectively and avoid excessive focus on one area at the expense of others (Locke & Latham, 2002).

Time Management:

Effective time management is crucial for achieving personal life balance. Individuals can start by analysing how they allocate their time and identifying areas for adjustments. Prioritising tasks, setting realistic deadlines, and avoiding procrastination can help individuals make the most of their time. Additionally, individuals can implement strategies such as delegating tasks, outsourcing when possible, and using technology tools to streamline work processes and free up time for personal activities (Morgenstern, 2004).

Establishing Boundaries:

Establishing distinct boundaries between professional and personal life is vital for achieving equilibrium. It entails delineating specific times and places for work-related tasks and personal pursuits. Individuals can communicate these boundaries to colleagues and supervisors to manage expectations and avoid work encroaching on personal time. Establishing boundaries also means learning to say no when necessary and setting realistic expectations for workload and availability (Robinson et al., 2012).

Self-Care and Well-being Practices:

Prioritising self-care and well-being is crucial for maintaining personal life balance. Engaging in activities that promote physical, mental, and emotional well-being can help individuals recharge and manage stress effectively. This can include exercise, meditation, hobbies, spending time with loved ones, and pursuing interests outside of work. By making self-care a priority, individuals can enhance their overall well-being and prevent burnout (Maslach et al., 2001).

Seeking Support:

Seeking support from colleagues, friends, and family is vital for achieving personal life balance. Building a support network allows individuals to share responsibilities, seek guidance, and gain perspective. Communicating needs and challenges to

trusted individuals who can offer emotional and practical support is essential. Additionally, organisations can support their employees by providing resources such as employee assistance programs, mentoring, and flexible work arrangements (Greenhaus & Powell, 2006).

Reflecting and Reassessing:

Regularly reflecting on personal life balance and reassessing priorities is essential for long-term success. Individuals should periodically evaluate their progress, identify improvement areas, and make necessary adjustments. This process of reflection and reassessment permits people to associate their actions and goals with their evolving needs and aspirations. It is a dynamic procedure that involves ongoing adaptability and self-awareness (Kalliath & Brough, 2008).

Methodology

Research design:

A survey research design was adopted. This design allows for the collection of numerical data to be analysed statistically to identify patterns and relationships.

Population and sample selection:

The study focused on selected private institutions in Bamenda. The sample was determined through a combination of purposive and random sampling techniques. Purposive sampling was used to select private institutions representative of different sectors and sizes. A random sample of employees was drawn within each selected institution to ensure diversity and representativeness, with a sample size 527.

Data Collection:

Data was collected through a structured questionnaire survey. The questionnaire used validated scales and items to assess motivation, personal life balance, and employee well-being. The questionnaire was administered electronically to ensure efficiency and ease of data collection. Participants were given a specific timeframe to complete the questionnaire and were convinced of the anonymity and confidentiality of their answers.

Measures:

To measure motivation, the questionnaire included scales such as the Work Preference Inventory (WPI) (Amabile, Hill, Hennessey, & Tighe, 1994) and the Intrinsic Motivation Inventory (IMI) (Deci & Ryan, 1985). These scales assess different facets of motivation, including intrinsic and extrinsic motivation.

To assess personal life balance, the questionnaire incorporated items adapted from the Work-Life Balance Scale (Clark, 2000) and the Work-Life Balance Measure (Carlson, Kacmar, & Williams, 2000). These items measure individuals' perceptions of balancing personal and work-related responsibilities.

Employee well-being was measured using scales such as the General Health Questionnaire (GHQ-12) (Goldberg, 1972) and the Subjective Happiness Scale (Lyubomirsky & Lepper, 1999). These scales assess mental health and subjective well-being, respectively.

Data Analysis:

The data gathered underwent analysis employing suitable statistical methods. Descriptive statistics, encompassing means, standard deviations, and frequencies, were utilised to encapsulate the features of the sample and the pertinent variables. Inferential statistics, such as correlation and regression analyses, were conducted to examine the correlation between motivation, personal life balance, and employee well-being.

Correlation Analysis:

Correlation analysis examined the relationships between motivation, work-life balance, and employee well-being. Pearson's correlation coefficient was used to determine the strength and direction of the associations between the variables. The results of the correlation analysis provide insights into the interplay between motivation, personal life balance, and employee well-being.

Regression Analysis:

Regression analysis was performed to examine the mediating role of motivation—the analysis aimed to determine whether motivation mediates the relationship between personal life balance and employee well-being. The Baron and Kenny (1986) method was employed to test the mediation effect.

4.2 Hypotheses Testing: Regression Analysis

Table 4.6 summarises descriptive statistics of variables used for the study. It should be recalled that indexes of personal life interference, family life interference, community life interference, employee motivation and employee well-being were constructed using the Multiple Correspondence Analysis (MCA). Afterwards, these indexes are normalised to range between 0 and 1 using the Min-Max formula.

Table 4.6: Summary of descriptive statistics

Variables	Obs	Mean	Std. Dev.	Min	Max
Employee well-being index	527	0.5042977	0.4076972	0	1
Employee motivation index	527	0.4943819	0.3737516	0	1
Work-life balance index	527	0.4954263	0.3938804	0	1
Personal work-life balance index	527	0.5144077	0.420099	0	1
Family work-life balance index	527	0.5223764	0.3589768	0	1
Community work-life balance index	527	0.4620519	0.3763436	0	1
Employee experience	527	8.711575	7.644944	1	35
Firm Size	527	31.05123	29.27039	1	102
Female gender dummy	527	0.5085389	0.5004021	0	1
Married status dummy	527	0.5464896	0.498307	0	1
Private sector dummy	527	0.5104364	0.500366	0	1

Source: Authors' field data, 2024

According to Table 4.6, the mean value of the Employee well-being index is 0.5042977 with a standard deviation of 0.4076972, revealing a moderate dispersion in the sample ranging between 0 and 1. The average value of the Employee motivation index, Work-life balance index and Personal work-life balance index are 0.4943819, 0.4954263 and 0.5144077, with a standard deviation of 0.3737516, 0.3938804 and 0.420099 respectively revealing that there is a clustered dispersion with ranges between 0 and 1. The family and Community work-life balance indexes have a mean of 0.5223764 and 0.4620519 with standard deviations of 0.3589768 and 0.3763436, respectively, revealing a clustered dispersion with ranges between 0 and 1. The average value of Employee experience and Firm Size has a mean of 8.711575 and 31.05123 with a standard deviation of 7.644944 and 29.27039, respectively, revealing a moderate dispersion with ranges between 1 to 35 and 1 to 102, respectively. The mean values of the Female gender dummy, Married status dummy and Private sector dummy are 0.5085389, 0.5464896 and 0.5104364, with standard deviations 0.5004021, 0.498307 and 0.500366 respectively, revealing that there is a clustered dispersion with ranges between 0 and 1

Pairwise correlation matrix

	Ewb	moti	Pili	Flii	clip	exp	size	Female
Ewb	1.0000							
Moti	0.4419	1.0000						
	(0.0000)							
Plii	0.3690	0.5466	1.0000					
	(0.0000)	(0.0000)						
Flii	0.5535	0.4369	0.3596	1.0000				
	(0.0000)	(0.0000)	(0.0000)					
Clii	0.4398	0.5189	0.5423	0.4314	1.0000			
	(0.0000)	(0.0000)	(0.0000)	(0.0000)				
Exp	-0.1412	-0.1157	-0.1305	-0.1157	-0.1096	1.0000		
	(0.0012)	(0.0078)	(0.0027)	(0.0079)	(0.0118)			
Size	-0.3982	-0.3996	-0.4167	-0.3942	-0.3973	-0.0313	1.0000	
	(0.0000)	(0.0000)	(0.0000)	(0.0000)	(0.0000)	(0.4740)		
Female	-0.0726	-0.0929	-0.0775	-0.0721	-0.0735	0.0006	0.0597	1.0000
	(0.0957)	(0.0330)	(0.0753)	(0.0981)	(0.0918)	(0.9882)	(0.1709)	
Married	-0.0788	-0.0844	-0.0739	-0.0655	-0.0476	0.4706	-0.0313	0.0804
	(0.0707)	(0.0529)	(0.0903)	(0.1335)	(0.2753)	(0.0000)	(0.4741)	(0.0653)

Source: Authors' field data, 2024

Results from the pairwise correlation matrix indicate that there is no strong correlation among independent variables of the study, though there are both positive and negative significant correlations among the variables. This indicates that multicollinearity may not be an issue in the models. However, a formal multicollinearity test will be conducted (VIF) to ascertain that.

In a prelude to the regression analysis, we conducted unpaired student tests to examine if there is a significant difference in employee well-being, motivation and work-life balance between public and private sector employees. Results of the t-test of independent samples for employee well-being are presented in Table 4.8.

Independent samples t-test results for employee well-being

Group	Obs	Mean	Std. Err.	Std. Dev.	[95% Conf. Interval]	
Public	258	0.0964757	0.0053232	0.0855027	0.0859931	0.1069582
Private	269	0.8954431	0.0045393	0.0744503	0.8865058	0.9043803
Combined	527	0.5042977	0.0177596	0.4076972	0.4694093	0.5391861
Diff		- 0.7989674	0.0069757		-0.812671	-0.785264
diff = mean(public) - mean(private)				t = -1.1e+02		
Ho: diff = 0				degrees of freedom = 525		
Ha: diff < 0			Ha: diff ≠ 0		Ha: diff > 0	
Pr(T < t) = 0.0000			Pr(T > t) = 0.0000		Pr(T > t) = 1.0000	

Source: Authors' field data, 2024

According to results from Table 4.8, there is a significant difference between employee well-being in the public sector and private sector at a 1% level, given that the p-value (**Pr(|T| > |t|) = 0.0000**) is far less than 0.01. more precisely, the unpaired t-test indicates that employee well-being in public organisations is significantly less than in the private sector.

Table 4.9 provides the results of the unpaired samples t-test for employee motivation in selected organisations in the public and private sectors.

Independent samples t-test results for employee motivation

Group	Obs	Mean	Std. Err.	Std. Dev.	[95% Conf. Interval]	
Public	258	0.129161	0.0061455	0.098711	0.1170591	0.1412629
Private	269	0.8446681	0.0070201	0.1151383	0.8308465	0.8584896
Combined	527	0.4943819	0.0162809	0.3737516	0.4623983	0.5263654
Diff		-0.715507	0.0093598		-0.733894	-0.697120
diff = mean(public) - mean(private)				t = -76.4443		
Ho: diff = 0				degrees of freedom = 525		
Ha: diff < 0			Ha: diff ≠ 0		Ha: diff > 0	
Pr(T < t) = 0.0000			Pr(T > t) = 0.0000		Pr(T > t) = 1.0000	

Source: Authors' field data, 2024

Based on results from Table 4.9, there is a significant difference between employee motivation in the public sector and private sector at the 1% level, given that the p-value ($\Pr(|T| > |t|) = 0.0000$) does not exceed 0.01. The results of the unpaired t-test indicate that employee motivation in public organisations is significantly less than in private organisations.

Table 4.10 provides results of the independent samples t-test for employee work-life balance in selected organisations in the public and private sectors.

Independent samples t-test results for employee work-life balance

Group	Obs	Mean	Std. Err.	Std. Dev.	[95% Conf. Interval]	
Public	258	0.0976387	0.003335	0.0535679	0.0910713	0.1042061
Private	269	0.8769475	0.0035082	0.0575391	0.8700404	0.8838547
Combined	527	0.4954263	0.0171577	0.3938804	0.4617203	0.5291324
Diff		- 0.7793088	0.0048477		-0.788832	-0.769786
diff = mean(public) - mean(private)				t = -1.6e+02		
Ho: diff = 0				degrees of freedom = 525		
Ha: diff < 0		Ha: diff ≠ 0		Ha: diff > 0		
Pr(T < t) = 0.0000		Pr(T > t) = 0.0000		Pr(T > t) = 1.0000		

Source: Authors' field data, 2024

Results from Table 4.10 reveal that there is a significant difference between employee work-life balance in the public sector and private sector at a 1% level, given that the p-value ($\Pr(|T| > |t|) = 0.0000$) is far less than 0.01. A close look at the results shows that, on average, employee work-life balance in public organisations is significantly less than in private organisations at a 1% significance level.

The Effect of work-life balance on employee well-being:

In order to examine the effect of work-life balance captured by personal work-life balance, family work-life balance and community work-life balance on employee well-being in selected public and private organisations, we employed the Ordinary Least Squares (OLS) techniques given that the dependent variable is continuous. However, it should be noted that the overall model suffers from heteroscedasticity as the p-value of the Breusch Pagan Chi-square exceeds 0.1 (10%), whereas the private

sector and public sector models were found to be homoscedastic (have constant variance of residuals).

OLS results of the effect of work-life balance on employee well-being

	(1)	(2)	(3)
VARIABLES	Overall	Private	Public
Personal work-life balance index	0.482*** (0.0439)	0.156** (0.0730)	0.0601 (0.0700)
Family work-life balance index	0.219*** (0.0463)	0.0258 (0.0527)	-0.0767 (0.0714)
Community work-life balance index	0.172*** (0.0331)	0.0583* (0.0350)	-0.0222 (0.0631)
Employee motivation index	0.158*** (0.0390)	0.0444 (0.0394)	0.0289 (0.0562)
Experience	-0.00103 (0.000626)	1.45e-06 (0.000799)	-0.00108 (0.000715)
Natural log of firm size	0.00124 (0.00355)	-0.00429 (0.00348)	0.00337 (0.00698)
Female gender dummy	0.00396 (0.00791)	-0.00139 (0.00910)	0.00511 (0.0108)
Married status dummy	-0.000851 (0.00908)	-0.00814 (0.0103)	0.0124 (0.0125)
Constant	-0.0120 (0.0167)	0.659*** (0.100)	0.0907*** (0.0321)
Observations	527	269	258
R-squared	0.952	0.052	0.020
F-statistics	1364.91	1.79	0.62
Prob > F	0.0000	0.0784	0.7595
Bresuch Pagan P-value	0.0002	0.6558	0.6926

Note: Robust standard errors in parentheses; *** p<0.01, ** p<0.05, * p<0.1

Source: Authors' field data, 2024

First and foremost, it should be stated that the overall model is globally significant at a 1% level, while the private sector model is significant at 10% and the public sector model is statistically insignificant. Otherwise, employee work-life balance has a

significant effect on employee well-being in selected organisations in Bamenda and specifically in the private sector. However, employee work-life balance does not significantly predict employee well-being.

Outcomes from Table 4.11 indicate that the measurement of the personal work-life balance index in the overall model is positive (0.482), indicating a positive effect of personal work-life balance on employees' well-being in Bamenda. In other words, the less the employee's personal life interferes with his work, the higher the employee's well-being. A unit-point increase in the personal work-life balance index will lead to a 0.482-point increase in the employee well-being index, everything being equal. Moreover, this finding is statistically significant at a 1% level. Thus, personal work-life balance promotes employee well-being. Consistent with the overall result, the coefficient of personal work-life balance is also positive and significant at a 5% level. This shows that personal work-life balance significantly affects employee well-being in the private sector, while the effect is positive but statistically insignificant in the public sector.

Similarly, family work-life balance enhances employee well-being, given that the coefficient of family work-life balance in the overall model is (0.219). Specifically, a one-point increment in the employee family work-life balance index will result in a 0.219-point increase in employee well-being. Like the previous variable, this result is statistically significant at 1%. Thus, family life non-interference with work significantly stimulates employees' well-being in Bamenda. Though the coefficients of family work-life balance remain consistently positive in both the private and public sectors, it should be noted that both coefficients are statistically insignificant. Thus, family work-life balance has no significant effect on employee well-being in the private and public sectors, but this effect becomes significant irrespective of the employment sector.

Further results also indicate that the coefficient of the community work-life balance index in the overall model is positive (0.172), which means that community work-life balance relates positively to employee's well-being. Those who said otherwise said that the lesser community activities of the employee interfere with his job, the greater the employee's well-being. Like the previous two dimensions of employee work-life balance, this result is statistically significant at 1%. Therefore, we can confidently conclude that employee community work-life balance has a significant positive effect on employee well-being. Consistently, the coefficient of community work-life balance in the private sector is also positive, implying that less interference in the community life of employees will enhance their well-being. This result is significant. Unlike the private sector, community work-life balance has a

negative but insignificant effect on employee well-being in the public sector. It should be noted that personal work-life balance is the most critical dimension of employee work-life balance, which significantly affects employee well-being globally and even in the private sector, given that the marginal effect is the most important in both models.

In terms of motivation, results from data analysis reveal that highly motivated employees will experience improved well-being. In effect, the coefficient of employee motivation index in the overall model is positive (0.158), which implies that employees are associated positively with employee well-being. The more employees are motivated to work, the higher their well-being will be. It should be noted that this outcome is significant at a 1% level, with a positive significant impact of employee motivation on employee well-being in Bamenda. Furthermore, when examining the effect of employee motivation on employee well-being in the public and private sectors, results indicate that the effect remains optimistic, though more critical in the private sector. However, taken separately, these results were found to be insignificant.

Following the control variables, employee experience (measured by longevity in work) has a negative effect on employee well-being, implying that employees who have worked for a long may experience a lower level of well-being. However, this result is not significant. Further results also reveal that a % increase in the number of employees (a proxy for firm size) by 1% will increase the employee well-being index by 0.001 points; everything else is kept constant. Nevertheless, once more, this outcome is statistically insignificant.

Female workers increase employee well-being while being married reduces employee well-being. Being a female worker increases the employee well-being index by 0.004 points, being married reduces it by 0.0009 points, and everything else is constant. However, both results are not significant. Therefore, gender and marital status do not significantly affect employee well-being in Bamenda.

4.2.3 The Mediating Role of Employee Motivation on the effect of work-life balance and employee well-being

The Baron and Kenny (1997) 4-step mediation analysis procedure was adopted in this study to examine the mediating role of employee motivation on the effect of work-life balance on employee well-being. In equation 1, we examine the effect of work-life balance on employee well-being; in equation 2, we determine the effect of employee motivation on employee well-being; in equation 3, we examine the effect of work-life balance on employee motivation; and in equation 4 we investigate the

joint effect of work-life balance and employee motivation on employee well-being. For all 4 equations, we consistently control for employee work experience, gender, marital status and firm size. Results of the mediating role of employee motivation on the effect of employee work-life balance on employee well-being in selected organisations in Bamenda are presented in Table 4.13.

The mediating role of employee motivation

	(1)	(2)	(3)	(4)
VARIABLES	EWB	EWB	MOTI	EWB
Personal work-life balance index	0.551***		0.432***	0.482***
	(0.0410)		(0.0521)	(0.0439)
Family work-life balance index	0.270***		0.319***	0.219***
	(0.0462)		(0.0554)	(0.0463)
Community work-life balance index	0.198***		0.169***	0.172***
	(0.0338)		(0.0434)	(0.0331)
Experience	-0.000927	-0.00236***	0.000658	-0.00103
	(0.000618)	(0.000884)	(0.000628)	(0.000626)
Natural log of firm size	0.000794	-0.0137***	-0.00285	0.00124
	(0.00362)	(0.00518)	(0.00468)	(0.00355)
Female gender dummy	0.00181	0.0107	-0.0136	0.00396
	(0.00810)	(0.0119)	(0.00998)	(0.00791)
Married status dummy	-0.00382	0.0159	-0.0188*	-0.000851
	(0.00929)	(0.0135)	(0.0110)	(0.00908)
Employee Motivation index		1.001***		0.158***
		(0.0185)		(0.0390)
Constant	-0.00453	0.0542**	0.0470**	-0.0120
	(0.0172)	(0.0244)	(0.0212)	(0.0167)
Observations	527	527	527	527
R-squared	0.950	0.890	0.910	0.952
F-statistics	1527.06	844.34	843.10	1364.91
Prob > F	0.0000	0.0000	0.0000	0.0000

Note: Robust standard errors in parentheses; *** p<0.01, ** p<0.05, * p<0.1

Source: Author from field data, 2024

According to results from column 1, there is a consistent direct positive effect of different aspects of employee work-life balance on employee well-being in selected organisations in Bamenda. Precisely, personal life non-interference increases employee well-being. An increase in the personal life non-interference index by 1 point will increase the employee well-being index by 0.551 points, meaning everything is equal. Moreover, this result is statistically significant at a 1% level. Thus, the less an employee's personal life interferes with his or her work, the significantly higher the employee's well-being will be. Thus, a significant positive effect of personal work-life balance on employee well-being exists.

Similarly, the coefficient of the family work-life balance index is positive (0.270), implying that non-interference of family life into work life increases employee well-being. Increasing family work-life balance by one point will increase employee well-being by 0.270 points *ceteris paribus*. In the same light, this outcome is significant at a 1% level. This signifies that less interference from employees' family life will significantly enhance employee well-being.

Further results reveal that the coefficient of community work-life balance is also positive (0.198), which means that community work-life balance positively affects employee well-being. Regarding marginal effect, a unit point increase in community work-life balance will promote the employee well-being index by about 0.198 points, with everything else held constant. Moreover, this finding is significant at a 1% level. Thus, less community life interference in employees' work lives will significantly improve employee well-being in Bamenda. A close look at the three aspects of work-life balance reveals that the most important dimension that enhances employee well-being is personal life interference, given that it has the most important marginal effect, followed by family life interference. ($0.551 > 0.270 > 0.178$). globally, it can be concluded that employee work-life balance significantly enhances employee well-being in Bamenda.

In terms of control variables, none of the control variables was found to significantly affect employee well-being, though employee experience (measured by longevity of work) and married status were found to reduce employee well-being, while firm size and female gender were found to enhance employee well-being. However, all four variables are statistically insignificant.

Results from column 2 indicate that employee motivation enhances employee well-being, given that the coefficient of the employee motivation index is positive (1.001). A unit-point increase in employee motivation will lead to a 1.001-point increase in employee well-being, suggesting a multiplier effect of employee motivation on employee well-being. An increase in employee motivation will lead to a more than

proportional increase in employee well-being in Bamenda. Thus, employee motivation has a significant positive effect on employee well-being in selected organisations in Bamenda.

In stage 3, we found that personal work-life balance increases employee motivation; given that a one-point increase in personal work-life balance will enhance employee motivation by 0.432 points, everything else is kept unchanged. Similarly, a unit point increase in the family work-life balance index will promote employee motivation by 0.319 points, while community work-life balance will do the same by 0.169 points. Moreover, all three findings are statistically significant at 1% level. Thus, it can be concluded that employee work-life balance significantly enhances employee motivation in Bamenda. In stage 4, when examining the joint effect of work-life balance and employee motivation on employee well-being, column 4 of table 4.13 reveals a significant positive effect of personal, family and community work-life balance and employee motivation on employee well-being in Bamenda. This result implies that there is complete mediation of employee motivation on the relationship between employee work-life balance (in all aspects) and employee well-being. Thus, employee work-life balance significantly enhances employee motivation, which promotes employee well-being at a 1% level.

Findings

The data analysis findings revealed several noteworthy insights into the relationship between motivation, personal life balance, and employee well-being. The descriptive statistics indicated that the participants had moderate levels of motivation, perceived a moderate level of personal life balance, and reported relatively high levels of employee well-being.

The correlation analysis demonstrated significant positive associations between motivation, work-life balance, and employee well-being. Higher motivation levels were correlated with better personal life balance and enhanced employee well-being.

The regression analysis indicated that motivation partially mediated the relationship between personal life balance and employee well-being. This suggests that personal life balance directly impacts employee well-being, but motivation is an essential mediator in this relationship.

Conclusion

In conclusion, the research on personal life balance, motivation, and well-being in public and private institutions has yielded several significant findings. The study revealed a positive correlation between personal life balance and employee well-being. Employees who reported better personal life balance experienced higher

levels of well-being, indicating the importance of achieving a harmonious integration between work and personal life. The research identified a strong positive correlation between motivation and well-being. Highly motivated employees reported higher levels of well-being, emphasising the role of intrinsic and extrinsic motivation in promoting employee satisfaction and overall well-being. The study further demonstrated that motivation partially mediates the relationship between personal life balance and well-being. This suggests that personal life balance influences well-being through its impact on employee motivation.

These findings contribute to understanding the factors influencing employee well-being in public and private institutions. They highlight the significance of fostering personal life balance and motivation to promote employee well-being and overall organisational effectiveness.

Recommendations:

Based on the findings, recommendations are made that...

- 1 For organisations in Bamenda to promote work-life balance, initiatives that address personal, family, and community needs are to be promoted.
- 2 Moreover, a motivational work environment can improve employee well-being and organisational outcomes.

These recommendations aim to guide policymakers, human resource practitioners, and organisational leaders in developing effective strategies to support employee well-being and enhance organisational performance in Bamenda's dynamic work landscape.

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