



## THE IMPACT OF PERSONAL LIFE INTERFERENCE WITH WORK AND WORKPLACE PSYCHOLOGICAL WELL-BEING ON TASK PERFORMANCE AMONG PRIVATE SECTOR EMPLOYEES

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### ABSTRACT

*This study examined the impact of Personal Life Interference with Work (PLIW) and Workplace Psychological Well-Being (WPW) on Task Performance (TP) among private sector employees in Awka City, Nigeria. A sample of 127 employees (51 males, 76 females; mean age = 31.18 years, SD = 1.45) participated in the study. Data were collected using three validated instruments: the Personal Life Interference with Work Subscale, the Workplace Psychological Well-Being Scale, and the Task Performance Scale. Hypotheses were tested using hierarchical multiple regression analysis with stepwise modeling. The findings revealed that PLIW significantly and positively predicted task performance, suggesting that personal life challenges can sometimes enhance employee motivation and focus. Similarly, WPW was found to be a significant positive predictor of task performance, highlighting the critical role of psychological well-being in driving productivity. These results underscore the importance of balancing personal and professional demands while fostering a supportive work environment to optimize employee performance. The study emphasizes the need for managers and human resource professionals to prioritize employee welfare and implement strategies that enhance psychological well-being. Limitations of the study were acknowledged, and directions for future research were proposed to build on these findings.*

**Keywords:** Personal life interference with work, workplace psychological well-being, task performance, private sector employees.

### Introduction

Workplaces are dynamic environments where employees' productivity is influenced by a multitude of factors, ranging from personal circumstances to psychological well-being. In contemporary organizational settings, particularly in the private sector, employees face increasing challenges in balancing personal life demands with work responsibilities. The interaction between personal life interference with work and workplace psychological well-being has been recognized as a critical determinant of task performance. This relationship is particularly relevant in developing economies such as Nigeria, where economic pressures and job insecurity heighten the complexity of work-life integration (Okonkwo & Obialor, 2023). In Awka City, Anambra State- a fast-growing economic hub- private sector employees contend with unique socio-cultural and economic factors that exacerbate these challenges.

The concept of personal life interference with work refers to the extent to which personal responsibilities, such as family obligations, financial difficulties, or health issues,



encroach upon workplace duties (Greenhaus & Powell, 2006). Such interference is increasingly common in a rapidly urbanizing society like Awka, where employees often juggle traditional familial expectations with modern occupational demands. Studies have shown that when personal life stressors spill over into the workplace, they can lead to diminished focus, lower productivity, and strained workplace relationships (Michel et al., 2011). This is further compounded by limited organizational support structures, which are prevalent in the private sector in Nigeria, leaving employees to navigate these challenges largely on their own.

Workplace psychological well-being, on the other hand, pertains to employees' mental and emotional health within the organizational context. It encompasses feelings of job satisfaction, emotional resilience, and the ability to cope with workplace stressors (Ryff & Keyes, 1995). Psychological well-being has been linked to several positive outcomes, including enhanced creativity, better decision-making, and improved interpersonal relationships (Sonnetag & Frese, 2002). However, poor workplace psychological well-being can lead to increased absenteeism, higher turnover rates, and reduced task performance. In Nigeria, the absence of comprehensive workplace mental health programs further compounds the issue, making employees more vulnerable to burnout and other psychological challenges (Okocha et al., 2022).

Task performance, a critical metric for organizational success, is heavily influenced by both personal life interference with work and workplace psychological well-being. According to Borman and Motowidlo (1993), task performance involves the execution of core job responsibilities that contribute directly to organizational goals. Disruptions in personal life or poor psychological health can undermine employees' ability to perform their tasks effectively. For instance, an employee struggling with personal financial obligations may find it difficult to concentrate on work-related assignments, while another experiencing workplace stress may lack the motivation to achieve performance targets (Spector, 2019). These effects are particularly pronounced in Nigeria's private sector, where the pressure to meet high productivity standards often conflicts with employees' need for work-life balance.

Awka City presents a unique context for examining these dynamics due to its evolving labor market and the socio-economic realities of its workforce. The city has witnessed significant growth in its private sector, driven by entrepreneurship and small-to-medium enterprises. Despite this growth, employees in Awka continue to grapple with challenges such as irregular work hours, job insecurity, and inadequate workplace policies addressing work-life balance and mental health. Consequently, the interplay between personal life interference, psychological well-being, and task performance is a critical area of inquiry for both organizational leaders and policymakers seeking to enhance employee productivity and job satisfaction.

Existing research on work-life conflict and psychological well-being has predominantly focused on Western contexts, with limited attention given to the unique experiences of employees in African settings, particularly Nigeria (Akinlade & Ilesanmi, 2021). This gap underscores the importance of context-specific studies that take into account the cultural, economic, and organizational characteristics of the Nigerian workforce. By exploring these variables within the private sector in Awka, this study aims to contribute to the growing body of literature on organizational behavior and employee well-being in developing economies. Therefore, drawing on data collected through a survey of private sector employees in Awka, Anambra State, the study conducted an empirical investigation on the impact of personal life interference with work and workplace psychological well-being on the employees' task performance.



## Literature Review and Hypotheses

### *Personal Life Interference with Work (PLIW)*

Personal life interference with work refers to the extent to which personal responsibilities and issues encroach upon an individual's ability to fulfill work-related obligations. It occurs when personal responsibilities and issues, such as family demands, financial stress, or health challenges, negatively affect workplace performance. This phenomenon, often described as work-life conflict, has been widely studied and is recognized as a key factor impacting employees' productivity and well-being (Greenhaus & Beutell, 1985). When personal stressors spill over into work, employees may experience decreased focus, lower job satisfaction, and heightened stress, which can lead to absenteeism, presenteeism, and burnout (Michel et al., 2011).

Cultural and societal factors further exacerbate this issue. In collectivist societies like Nigeria, familial obligations often take precedence over work, intensifying the experience of work-life conflict, especially for employees without access to supportive workplace policies (Epie & Ojong, 2019). Nigerian private-sector employees frequently face irregular work schedules, financial instability, and limited workplace support, making them particularly vulnerable to the effects of personal life interference.

The impact of personal life interference extends beyond job performance, as it also affects employees' psychological health. Challenges in balancing personal and professional responsibilities can lead to mental health issues such as anxiety and depression, further diminishing workplace engagement and team collaboration (Kalliath & Brough, 2008). Addressing these issues is crucial for organizations seeking to improve productivity and employee well-being. Supportive measures like flexible work arrangements, family-friendly policies, and mental health programs can help employees manage their personal and work demands effectively (Kossek et al., 2011). By fostering a culture that prioritizes work-life balance, organizations can enhance employee engagement and organizational success.

### *Workplace Psychological Well-Being*

Workplace psychological well-being refers to the mental and emotional health of employees in their work environment, encompassing their ability to manage stress, maintain positive relationships, and achieve work-related goals. It is influenced by factors such as job demands, organizational support, and interpersonal relationships at work (Danna & Griffin, 1999). Employees with high psychological well-being tend to exhibit greater resilience, enhanced job satisfaction, and improved productivity. Conversely, poor workplace well-being is associated with stress, burnout, and reduced performance, which can negatively affect organizational outcomes (Wright & Cropanzano, 2000).

Psychological well-being is critical for fostering a positive and supportive work environment. Research indicates that organizations that prioritize employees' mental health through supportive policies and practices, such as providing access to counseling services and fostering a culture of inclusion, experience lower turnover rates and higher engagement levels (Dewe & Cooper, 2017). Furthermore, well-being is closely tied to the ability to balance work and personal life, as employees with manageable workloads and flexible work arrangements are less likely to experience stress-related illnesses (Quick et al., 2001). Hence, promoting workplace psychological well-being is not only an ethical responsibility but also a strategic investment. When employees feel valued and supported, they are more likely to contribute positively to organizational goals, exhibit creativity, and maintain better interpersonal relationships with colleagues and clients (Warr, 1990).



### ***Task Performance***

Employees' task performance refers to the effectiveness with which individuals carry out their job responsibilities, directly contributing to organizational goals. It includes core job activities such as completing assigned tasks, meeting deadlines, and adhering to quality standards (Borman & Motowidlo, 1993). High task performance is often linked to factors such as employee motivation, job satisfaction, and skill proficiency. Conversely, poor task performance may result from inadequate training, lack of motivation, or workplace stress (Campbell, 1990).

Task performance is critical to organizational success and is influenced by both individual and environmental factors. Research shows that supportive work environments, clear performance expectations, and access to resources significantly enhance employees' ability to perform their tasks effectively (Hackman & Oldham, 1976). Additionally, employees with high levels of self-efficacy and commitment to their roles tend to demonstrate greater productivity and adaptability (Bandura, 1997).

Organizations can improve task performance by providing training programs, implementing performance appraisal systems, and fostering a culture of continuous improvement. Encouraging open communication and offering incentives also play a crucial role in maintaining high performance levels. Effective leadership is particularly important, as leaders who provide clear guidance and constructive feedback can significantly influence employees' task performance (Yukl, 2013).

### ***Personal Life Interference with Work (PLIW) and Task Performance***

The theoretical perspective relevant in examining the possible connection between personal life interference with work (PLIW) and employees' task performance is spillover theory. This theory is applicable in this context because it emphasizes how experiences, emotions, and behaviors from one domain of life, such as personal life, can transfer and influence another domain, like work. Spillover theory provides a robust framework for understanding these dynamics, making it highly relevant for exploring the relationship between PLIW and task performance.

Spillover theory posits that experiences in one domain of life can transfer and impact another, either positively or negatively. In the context of personal life interference with work, this theory explains how stressors from employees' personal lives can spill over and affect their performance in the workplace. When private sector employees in Awka City, Anambra State, face challenges such as family demands, financial pressures, or health issues, these personal difficulties may extend into their professional roles, diminishing their ability to concentrate and perform effectively (Edwards & Rothbard, 2000).

Personal life interference with work can manifest in various ways, including absenteeism, decreased motivation, and impaired cognitive functioning. This often leads to a decline in task performance as employees struggle to balance personal responsibilities with job demands (Greenhaus & Powell, 2006). For instance, an employee dealing with significant family conflict may find it difficult to meet work deadlines or adhere to quality standards due to ongoing distractions or emotional fatigue. In the high-paced private sector, such spillover effects can be particularly detrimental, affecting not only individual performance but also team dynamics and overall organizational productivity (Michel et al., 2011).

Spillover theory further suggests that the direction and nature of the spillover can vary depending on the resources and support systems available to employees. When organizations lack flexible work arrangements or employee support programs, the negative spillover from



personal life to work is exacerbated, leading to reduced task performance and even potential burnout (Clark, 2000). Conversely, work environments that promote work-life balance can mitigate negative spillover effects and support employees in managing personal challenges more effectively.

The spillover effect is supported by empirical studies showing that personal life stressors significantly impact job performance and satisfaction. For instance, individuals experiencing high levels of work-life conflict often report lower task performance and higher levels of job dissatisfaction (Frone et al., 1997). These findings are particularly relevant in the Nigerian private sector context, where employees may face extended working hours and limited workplace support, exacerbating the spillover from personal life to work (Epie & Ojong, 2019). Based on this discussion, the study hypothesizes thus:

*H1: Personal life interference with work has a significant negative impact on employees' task performance among private sector employees in Awka city.*

### ***Workplace Psychological Well-Being and Task Performance***

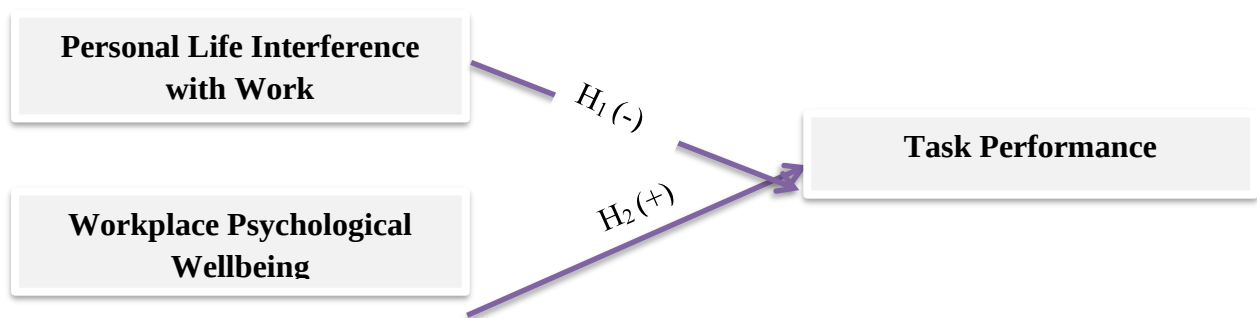
Self-Determination Theory (SDT) provides a valuable framework for understanding the connection between workplace psychological well-being and employees' task performance. According to SDT, individuals are most motivated and perform optimally when their basic psychological needs for autonomy, competence, and relatedness are fulfilled (Deci & Ryan, 2000). Workplace psychological well-being arises when these needs are met, creating a positive mental and emotional state that supports effective task execution. Employees who feel competent in their roles, have supportive relationships with colleagues, and experience autonomy in decision-making are more likely to demonstrate high levels of task performance (Ryan & Deci, 2017).

In private sector workplaces in Awka City, where employees often face high demands, the satisfaction of these psychological needs becomes critical. For instance, an employee with a strong sense of autonomy may approach tasks with greater creativity and commitment, while one who feels connected to their colleagues is more likely to collaborate effectively. On the other hand, when psychological well-being is undermined by factors such as excessive workload or toxic workplace relationships, employees are likely to experience stress and burnout, leading to a decline in task performance (Van den Broeck et al., 2016).

SDT also emphasizes the importance of intrinsic motivation, which is fostered by a psychologically supportive work environment. When employees derive intrinsic satisfaction from their work, they are more likely to engage deeply with their tasks, exhibit higher productivity, and maintain resilience in the face of challenges. Organizations that prioritize the well-being of their workforce through supportive policies and practices thus enable employees to sustain high performance levels while fostering long-term organizational success (Deci et al., 2017).

Hence, based on this discussion, the study hypothesizes as follows:

*H<sub>2</sub>: Workplace psychological well-being has a significant positive impact on employees' task performance among private sector employees in Awka City.*



**Figure 1: Research Model**

## Method

### *Sample and Procedure*

The study included the participation of a total of 127 employees from the private sector. Convenient sampling technique was employed to recruit the participants from four private secondary schools (British Spring College, Enzy Royal Schools, Redeemers International High School, and Flora Field Montessori School, Awka) and two commercial banks (First Bank of Nigeria and Fidelity Bank) all situated in Awka City, the capital of Anambra State. The demographic features of the sampled participants revealed the following: Of the 127 participants, 51 (40.2%) were males while 76 (59.8%) were females. The participants' age ranged from 18 to 55 years with a mean age of 32.18 and SD of 1.45. One hundred and nineteen (93.7%) of the respondents had 1-10 years of job tenure, while 8 (6.3%) had 11-20 years of job tenure. Thirty-three (26.0%) of the respondents had NCE/OND as their highest level of education, 81 (63.8%) had Bachelor/HND, 9 (7.1%) had PGD/PGDE, and 4 (3.1%) had PhD and others. Of the 150 questionnaires initially distributed, 134 were returned, yielding a response rate of 89.3%. However, 7 returned questionnaires were excluded due to incomplete information, leaving a total of 127 questionnaires used for data analysis.

### *Measures*

All questionnaires were administered in English. Means, standard deviations, inter-correlations, and internal consistency reliability estimates (Cronbach's Alphas) for the main variables are provided in Table 1.

*Personal Life Interference with Work (PLIW)* was measured with 12 items of PLIW subscale, from the Work-Life Balance Scale (Banu & Duraipandian, 2014). Items were graded on a 5-point likert-type scale (1 = strongly disagree and 5 = strongly agree) A sample item is "I am often preoccupied with home related thoughts during work hours". The reliability estimate for this scale is .93 (Banu, & Duraipandian, 2014).

*Workplace Psychological Well-Being (WPW)* was measured with 18-item WPW scale (DeKay, 2022) comprising of six dimensions: Work autonomy, work self-acceptance, work growth, work relationships, work competence and work purpose. The items were rated using a four-point Likert-type scale, with responses ranging from strongly disagree (1) to strongly agree (5). A sample item is "At work, I am free to decide how I go about completing a task" The internal consistency reliability estimate for this scale is .91 (DeKay, 2022).

*Task performance* was measured using Williams and Anderson's (1991) 7-item individual performance scale. Respondents were asked to rate how much they agreed or



disagreed with the items on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). A sample item is “I adequately complete assigned duties”. Two of the items were reverse coded. The reliability of this measure was previously reported to be 0.91 (Williams & Anderson, 1991).

### Revalidation of the Measures

The three research instruments were revalidated by the researcher through a pilot study involving fifty-two (52) private sector employees drawn from two high schools (Grace Court International Schools Awke, and Blossom Fount Model Schools) and one commercial bank (Guarantee Trust Bank) all located in Awka. The result of the revalidation analysis showed that the scales were internally consistent with Cronbach’s Alpha values of .83, .89, and .94 for PLIW, WPW and task performance respectively.

### Design/Analysis

Cross-sectional survey design was adopted for this study, drawing samples from the population at a single point in time. Pearson Product Moment Correlation (PPMC) alongside hierarchical multiple regressions were employed to test the hypotheses. The data were collated and analysed with the aid of Statistical Package for Social Sciences (SPSS).

### Results

The inter-correlations among the study variables were first examined (see table 1). In general, the results partially supported the hypotheses. On one hand, personal life interference with work (PLIW) significantly and positively correlated with task performance ( $r = .49$ ,  $p < .01$ ) contrary to the first hypothesis which predicted a significant negative relationship between the variables. However, on the other hand, as hypothesized, workplace psychological wellbeing significantly and positively correlated with task performance ( $r = .74$ ,  $p < .01$ ).

**Table 1: Means, standard deviation, inter-correlations and scale reliabilities**

| Variables | M     | SD    | 1     | 2     | 3     |
|-----------|-------|-------|-------|-------|-------|
| 1 PLIW    | 32.96 | 7.21  | (.83) |       |       |
| 2 WPW     | 54.51 | 4.57  | .48** | (.89) |       |
| 3 TP      | 19.45 | 12.49 | .49** | .74** | (.94) |

Note: \* $p < .05$ (two-tailed), \*\* $p < .01$  (two-tailed), N = 127; PLIW: Personal Life Interference with Work; WPW: Workplace Psychological Wellbeing; TP: Task Performance.

**Table 2: Hierarchical Multiple Regressions for the prediction of Task Performance (TP) by PLIW and WPW**

| Variables     | Beta ( $\beta$ ) | t        | R <sup>2</sup> | R <sup>2</sup> $\Delta$ | F $\Delta$ |
|---------------|------------------|----------|----------------|-------------------------|------------|
| <b>Step 1</b> |                  |          |                |                         |            |
| Age           | .281             | 2.512*   |                |                         |            |
| Gender        | -.026            | -.288    | .094*          | .094*                   | 3.182*     |
| Job Tenure    | -.003            | -.032    |                |                         |            |
| Education     | .037             | .037     |                |                         |            |
| <b>Step 2</b> |                  |          |                |                         |            |
| PLIW          | .506             | 6.669*** | .338***        | .243***                 | 44.477***  |
| <b>Step 3</b> |                  |          |                |                         |            |



|     |      |           |         |         |            |
|-----|------|-----------|---------|---------|------------|
| WPW | .660 | 10.739*** | .662*** | .325*** | 115.335*** |
|-----|------|-----------|---------|---------|------------|

Note: \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$ ; PLIW: Personal Life Interference with Work; WPW: Workplace Psychological Wellbeing.

Table 2 above shows the hierarchical multiply regression for the prediction of task performance by personal life interference with work and workplace psychological well-being. The demographic variables (gender, age, job tenure and education) entered in first step of the regression model as covariates collectively accounted for 9.4% [ $R^2\Delta = .094$ ;  $F\Delta (4, 122) = 3.182$ ,  $p < .05$ ] variation in task performance.

Personal life interference with work (PLIW) entered in step 2 of the equation significantly and positively predicted task performance ( $\beta = .51$ ,  $p < .001$ ) contrary to the first hypothesis' direction of prediction. The variance in task performance explained on account of the addition of PLIW was 24.3% [ $R^2\Delta = .243$ ;  $F\Delta (1, 121) = 44.477$ ,  $p < .001$ ].

The addition of workplace psychological well-being (WPW) in the third and final step of the equation significantly and positively predicted task performance ( $\beta = .660$ ,  $p < .001$ ) exactly as hypothesised. The variance in task performance explained on account of the inclusion of WPW was 32.5% [ $R^2\Delta = .325$ ;  $F\Delta (1, 120) = 115.335$ ,  $p < .001$ ].

## Discussion

The first finding that personal life interference with work (PLIW) significantly and positively predicted task performance ( $\beta = .51$ ,  $p < .001$ ), contrary to the initial hypothesis, suggests an intriguing dynamic that warrants deeper exploration. This result implies that, rather than detracting from employees' task performance, certain aspects of PLIW might stimulate positive engagement with work. The substantial variance in task performance explained by PLIW (24.3%) underscores its importance as a determinant in the private sector context.

One possible explanation for this outcome is that PLIW may serve as a motivational catalyst for employees to enhance their work performance, perhaps to compensate for perceived inadequacies in managing personal responsibilities. Spillover theory provides a framework for understanding this counterintuitive relationship. While the theory often emphasizes negative spillover- where stress and challenges in one domain impair functioning in another- positive spillover can also occur. For instance, individuals experiencing intense personal life demands might channel their energy into work tasks as a coping mechanism, finding solace or distraction in professional accomplishments (Greenhaus & Powell, 2006). Existing studies lend support to this interpretation. For example, Crouter (1984) noted that individuals often experience interconnectedness between personal and professional roles, where challenges in one domain can inadvertently enhance focus or drive in another. Similarly, Wayne et al. (2004) suggested that engaging with work amidst personal challenges might foster a sense of control, allowing employees to reframe personal stressors as manageable through professional success.

In the specific context of private sector employees in Awka, cultural and socioeconomic factors may further explain this unexpected result. Employees in high-demand work environments might perceive professional success as a buffer against personal uncertainties, striving harder to excel in tasks as a way to maintain stability or status. Moreover, the collectivist tendencies in Nigerian culture often emphasize resilience and responsibility, which may encourage individuals to persevere at work despite personal setbacks (Eby et al., 2005). This finding aligns with the broader body of research indicating that role interplay is complex and context-dependent. While negative spillover from personal to work domains is common in



Western contexts (Michel et al., 2011), the opposite effect observed here highlights the necessity of examining cultural, organizational, and individual factors in understanding task performance outcomes. These insights not only expand the application of spillover theory but also underscore the need for tailored interventions to optimize task performance in diverse settings.

The second finding that workplace psychological well-being (WPW) significantly and positively predicted task performance ( $\beta = .660, p < .001$ ), accounting for 32.5% of the variance in task performance, aligns with theoretical expectations and empirical evidence. This result reinforces the importance of WPW as a critical determinant of employees' ability to perform their tasks effectively. The substantial variance explained highlights the robust influence of a supportive and fulfilling workplace environment on employees' productivity.

Self-Determination Theory (SDT) offers a compelling explanation for this outcome. According to SDT, employees' motivation and performance are optimized when their fundamental psychological needs for autonomy, competence, and relatedness are satisfied (Deci & Ryan, 2000). WPW, characterized by positive mental and emotional states, is likely to fulfill these needs, fostering intrinsic motivation and enabling employees to approach their tasks with vigor and commitment. The sense of competence derived from a well-supported workplace environment enhances employees' confidence in their ability to complete tasks effectively. Simultaneously, feelings of autonomy and strong interpersonal connections promote engagement and collaboration, further elevating task performance (Ryan & Deci, 2017). Existing studies corroborate these findings. For instance, a meta-analysis by Van den Broeck et al. (2016) demonstrated that employees with higher levels of psychological well-being exhibit superior task performance due to their enhanced capacity to manage workplace demands. Similarly, research by Bakker and Demerouti (2007) showed that employees in psychologically enriching work environments tend to display higher job engagement, which translates into improved task performance. These studies underscore the universality of the positive relationship between WPW and performance, consistent with the present findings.

Overall, the results affirm that fostering workplace psychological well-being is not merely a moral imperative but also a strategic approach to enhancing task performance. This underscores the importance of managerial practices and organizational policies that prioritize employee well-being, such as providing opportunities for professional growth, fostering inclusive work cultures, and addressing stressors that may undermine WPW. These findings serve as a foundation for the hypothesis that WPW significantly and positively predicts task performance, validating the theoretical and empirical basis of this relationship.

### **Practical Implications of the Findings**

The practical implications of the findings on personal life interference with work (PLIW) and workplace psychological well-being (WPW) as predictors of task performance are profound, particularly for human resource (HR) practices and organizational strategies in the private sector. These results suggest nuanced approaches for fostering employee productivity by addressing both personal and workplace factors.

The positive relationship between PLIW and task performance implies that HR practices should reframe the way personal life demands are managed within the workplace. While traditionally viewed as a source of conflict, personal life challenges may act as motivators for employees to excel in their work, potentially as a coping mechanism or a way to maintain a sense of balance. Organizations can harness this dynamic by creating supportive policies that accommodate employees' personal responsibilities. For example, flexible working



arrangements, such as remote work options or adjustable schedules, may help employees effectively manage their personal and professional obligations without sacrificing task performance (Kossek & Distelberg, 2009). Such initiatives also align with the spillover theory, which underscores the interplay between personal and professional domains.

In contrast, the finding that WPW significantly enhances task performance highlights the centrality of psychological well-being as a driver of productivity. This underscores the responsibility of organizations to create environments that fulfill employees' psychological needs for autonomy, competence, and relatedness, as articulated by self-determination theory (Deci & Ryan, 2000). HR practices should prioritize initiatives that promote mental health, such as wellness programs, stress management workshops, and opportunities for professional development. Furthermore, fostering a culture of inclusivity and recognition can strengthen employees' sense of belonging and motivation, translating into higher task performance.

For private sector employees, these findings emphasize the importance of self-awareness and proactive engagement with workplace resources. Employees who recognize the potential for positive spillover from personal challenges may consciously channel their efforts into productive work activities. At the same time, leveraging organizational initiatives aimed at improving WPW can help employees enhance their performance and overall satisfaction. Furthermore, organizations, as a whole, must view these findings as a call to action for fostering sustainable productivity. By addressing both personal life and workplace well-being dimensions, companies can create holistic environments that empower employees to excel. This requires investments in employee assistance programs (EAPs), comprehensive training for managers on recognizing and addressing psychological distress, and mechanisms for evaluating the effectiveness of well-being initiatives (Grawitch et al., 2006). Moreover, organizations must consider cultural and contextual factors, especially in settings like Awka, where socio-economic and cultural influences may shape employees' experiences of PLIW and WPW.

### **Limitations of the Study and Suggestions for Future Research**

This study, while providing valuable insights into the relationship between personal life interference with work (PLIW), workplace psychological well-being (WPW), and task performance, has limitations that should be acknowledged. First, the cross-sectional design restricts the ability to infer causal relationships. Although the findings suggest significant associations, the directionality of these relationships remains uncertain. Future research could adopt longitudinal or experimental designs to establish causality and explore how changes in PLIW and WPW over time influence task performance (Spector, 2019).

Second, the study relied on self-reported data, which may be susceptible to biases such as social desirability and common method variance. While self-reports are essential for capturing subjective constructs like psychological well-being, combining these with objective performance metrics or third-party evaluations could provide a more comprehensive understanding of the observed relationships (Podsakoff et al., 2003). Future research should consider employing mixed-method approaches to triangulate findings and mitigate these biases.

Additionally, the study was conducted within a specific cultural and organizational context- private sector employees in Awka, Anambra State- limiting the generalizability of the findings. Cultural norms, economic conditions, and workplace practices may differ significantly across regions and sectors, potentially influencing the dynamics of PLIW, WPW,



and task performance. Comparative studies across different industries and cultural contexts could help establish the universality or specificity of these findings (Hofstede, 2001).

Another limitation pertains to the exclusion of potential moderating or mediating variables. For instance, individual differences such as resilience, emotional intelligence, or coping strategies may influence how PLIW and WPW affect task performance. Future research could incorporate these variables to deepen understanding and identify pathways through which personal and workplace factors interact to shape employee outcomes (Bakker & Demerouti, 2017).

## Conclusion

This study provides valuable insights into the nuanced relationships between personal life interference with work (PLIW), workplace psychological well-being (WPW), and task performance among private sector employees in Awka City, Nigeria. Contrary to initial expectations, PLIW positively influenced task performance, suggesting that personal challenges may serve as motivators for some employees. WPW, as hypothesized, significantly enhanced task performance, underscoring the importance of psychological well-being in driving productivity. These findings highlight the complex interplay of personal and workplace factors in shaping employee performance, aligning with theoretical perspectives such as spillover and self-determination theories.

The results underscore the need for organizations to adopt holistic HR practices that accommodate personal life demands while fostering psychological well-being. Flexible work arrangements, mental health support, and a positive organizational culture can create environments where employees thrive. Future research should address the limitations of this study by adopting longitudinal designs, integrating objective performance measures, and exploring potential moderating variables. By doing so, a deeper understanding of these dynamics can inform more effective strategies for enhancing employee performance and well-being in diverse organizational contexts.

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