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THE EFFECT OF WORK MEANING, WORK LIFE BALANCE AND WORK EXPERIENCE ON EMPLOYEE PERFORMANCE AT FEDERAL TEACHING HOSPITAL GOMBE STATE, NIGERIA

Nnabuike O. Osadebe[1], Mubarak Saidu[2], Obeta Fidelis Ojoagefu[3], Misbahu Ibrahim Zamfara[4] Kabiru Husseini[5] & Muhammad Sani Isyaka[6]

[2,4&5]Department of Sociology,
Gombe State University
[2]ORCID: https://orcid.org/0000-0001-7469-5480
[6]Federal University of Kashere
[1&3]University of Nigeria, Nsukka

Corresponding Author's Email: mubaraksaidu54@gmail.com

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Employee performance is a critical determinant of organizational effectiveness in healthcare settings. This study investigates the effect of work meaning, work-life balance, and work experience on employee performance at the Federal Teaching Hospital in Gombe State, Nigeria. The research aims to understand how these factors individually and collectively influence staff productivity and service delivery. A cross-sectional research design was adopted, with data collected from 350 healthcare employees using structured questionnaires. Quantitative analysis, including multiple regression and correlation techniques, was employed to examine the relationships between the independent variables and employee performance. Findings reveal that meaningful work, balanced work-life integration, and accumulated work experience significantly enhance employee performance, while gaps in any of these areas can negatively affect motivation, efficiency, and quality of care. The study concludes that promoting work meaningfulness, supporting work-life balance, and leveraging employees' experience are essential strategies for improving performance. Recommendations include organizational policy reforms, employee support programs, and continuous professional development initiatives.

Keywords: *Work Meaning; Work-Life Balance; Work Experience; Employee Performance; Federal Teaching Hospital Gombe.*

1. Introduction

Employee performance remains a central concern in organizational studies, particularly within the field of Industrial Sociology and human resource management, where the effectiveness of workers directly influences organizational outcomes. Globally, healthcare systems are increasingly challenged by rising patient demands, technological advancements, and workforce pressures, making employee performance a critical determinant of service quality and institutional success (World Health Organization [WHO], 2022). Scholars argue that beyond technical competence, psychological and social dimensions such as work meaning, work-life balance, and work experience play significant roles in shaping employee productivity and engagement (Deery & Jago, 2020). The concept of meaningful work, rooted in Organizational Psychology, emphasizes the extent to which

employees perceive their work as purposeful and valuable, which has been found to enhance motivation, commitment, and performance outcomes (Allan et al., 2019).

In addition, work-life balance has emerged as a global concern in contemporary workplaces due to increasing work demands and the blurring of boundaries between professional and personal life. Studies indicate that employees who achieve a balance between work responsibilities and personal life tend to exhibit higher levels of job satisfaction, reduced stress, and improved performance (Guest, 2017). Conversely, poor work-life balance contributes to burnout, absenteeism, and declining productivity, particularly in high-pressure sectors such as healthcare (Allen et al., 2020). Furthermore, work experience remains a fundamental factor influencing employee efficiency, as accumulated skills, knowledge, and professional exposure enhance job competence and decision-making abilities (Ng & Feldman, 2019). These variables collectively shape employee performance across diverse organizational contexts worldwide.

Within the African context, healthcare systems face additional structural and institutional challenges, including inadequate funding, workforce shortages, and limited infrastructure, which significantly affect employee performance (Agyepong et al., 2021). In many African countries, healthcare workers operate under strenuous conditions that undermine their ability to maintain work-life balance and derive meaning from their work (Oleribe et al., 2019). Despite these constraints, research shows that when healthcare employees perceive their work as meaningful and receive organizational support, their resilience and productivity improve significantly (Asamani et al., 2021). However, the integration of work-life balance policies remains relatively weak across many African institutions, limiting the potential for optimal employee performance.

In Nigeria, the situation reflects broader African realities but is further complicated by systemic issues such as inadequate remuneration, poor working conditions, and high patient-to-doctor ratios (Abimbola et al., 2020). The Nigerian healthcare sector has experienced persistent challenges related to employee dissatisfaction, brain drain, and declining service quality, all of which are closely linked to employee performance. Studies have shown that Nigerian healthcare workers often struggle with work overload and limited institutional support, making it difficult to achieve work-life balance (Ogunyemi et al., 2021). Additionally, the lack of recognition and limited opportunities for professional growth reduce the sense of work meaning among employees, thereby negatively affecting their motivation and performance (Okolie et al., 2022). While work experience is generally associated with improved competence, its impact is often constrained by systemic inefficiencies and inadequate resource availability.

However, at the Federal Teaching Hospital Gombe in north-eastern Nigeria, a key healthcare facility, challenges related to workforce management and service delivery efficiency persist. Limited empirical research exists on the impact of work meaning, work-life balance, and work experience on employee performance in this context. This study aims to investigate these factors' effects on staff productivity using a quantitative approach, with findings intended to enhance employee well-being and inform policy interventions in the Nigerian healthcare sector. Specifically, the study seeks to examine the effect of work meaning on employee performance, assess the influence of work-life balance on employee performance, determine the effect of work experience on employee performance, and investigate the combined effect of these variables on employee performance.

2. Literature Review

2.1 Conceptual Review

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2.1.1 Work Meaning

Meaningful work refers to the perception that one's job is significant, purposeful, and contributes to a greater good (Allan et al., 2019). It encompasses the intrinsic value employees derive from their roles, including a sense of personal fulfillment, contribution to society, and alignment with personal values. In healthcare settings, meaningful work is particularly important as it relates directly to patient care and outcomes. When healthcare workers perceive their work as meaningful, they demonstrate higher levels of engagement, commitment, and motivation, ultimately enhancing performance and service quality (Bailey et al., 2019).

2.1.2 Work-Life Balance

Work-life balance is defined as the equilibrium between professional responsibilities and personal life commitments (Guest, 2017). It involves managing the demands of work alongside family, social, and personal obligations without experiencing excessive conflict or stress. Achieving work-life balance is crucial for employee well-being, job satisfaction, and performance. In high-pressure healthcare environments, where long shifts and emotional demands are common, maintaining this balance becomes particularly challenging yet essential for sustaining productivity and preventing burnout (Allen et al., 2020).

2.1.3 Work Experience

Work experience refers to the accumulated knowledge, skills, and competencies acquired through years of professional practice (Ng & Feldman, 2019). It encompasses formal training, on-the-job learning, and exposure to diverse work situations. Experienced employees typically demonstrate enhanced decision-making abilities, problem-solving skills, and task efficiency. In healthcare, work experience contributes to better clinical judgment, improved patient care quality, and more effective mentoring of junior colleagues (Okeke et al., 2020).

2.1.4 Employee Performance

Employee performance is defined as the extent to which employees effectively accomplish their job responsibilities and contribute to organizational goals (Deery & Jago, 2020). It encompasses task performance, contextual performance, and adaptive performance. In healthcare settings, employee performance directly impacts patient outcomes, service quality, and institutional effectiveness. Factors such as work meaning, work-life balance, and work experience have been identified as significant predictors of employee performance (Haar et al., 2019).

2.2 Theoretical Framework

This study is anchored on the Work-Family Border Theory, introduced by Sue Campbell Clark in 2000, which offers a framework for understanding how individuals manage the boundaries between work and personal life. Developed in response to the increasing overlap of professional and family obligations, the theory explains how employees navigate these dual domains and the impact on their well-being and performance.

The theory posits that individuals navigate two main domains: work and family, each with unique roles and expectations. Borders, which can be physical, temporal, or psychological, separate these domains. The flexibility of these borders impacts how easily individuals can shift between roles; flexible borders facilitate transitions, while rigid borders create separations that may hinder adaptability.

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A key proposition of the theory is that individuals act as "border-crossers" between work and family environments, with "border-keepers" such as managers and family members defining these boundaries. Effective management of these transitions influences work-life balance, leading to harmony, improved psychological well-being, reduced stress, and enhanced job performance. Poorly managed boundaries, however, result in work-family conflict, stress, burnout, and decreased productivity.

The theory highlights the significance of work-life balance as a key variable affecting employee performance, particularly in high-demand sectors like healthcare. In environments such as the Federal Teaching Hospital Gombe, healthcare workers face challenging conditions that blur the lines between work and personal life, leading to stress and diminished job performance. The Work-Family Border Theory suggests that managing these competing demands is essential; employees who establish clear boundaries between work and personal life tend to be more focused, motivated, and productive, ultimately enhancing the quality of healthcare delivery.

Furthermore, the theory emphasizes the importance of organizational policies and support systems in effective boundary management, particularly in healthcare settings. Supportive management practices like flexible scheduling, leave policies, and wellness programs can help employees achieve a better work-life balance, which is crucial given the demanding nature of their work. Promoting such policies can lead to enhanced employee satisfaction and performance.

In applying the Work-Family Border Theory to the study, it is clear that work-life balance affects not just individuals but also organizations, impacting employee performance. The theory supports the exploration of how managing work and family boundaries influences productivity and efficiency, particularly at Federal Teaching Hospital Gombe. It highlights the necessity for organizational strategies that foster a better integration of work and personal life. Ultimately, the theory serves as a framework for understanding the relationship between work-life balance and employee performance, offering insights into enhancing employee well-being and productivity, especially in demanding settings like healthcare.

2.3 Empirical Review

Allan et al. (2019) conducted a meta-analysis titled "Outcomes of Meaningful Work: A Meta-Analysis" investigating how perceptions of meaningful work affect employee attitudes and performance. Recognizing the importance of psychological factors in productivity, the study aimed to assess the impact of meaningful work on employee performance, job satisfaction, and well-being. Utilizing a meta-analytic approach, the study synthesized data from over 60 studies, revealing that meaningful work significantly enhances engagement, satisfaction, and performance. The study emphasized the need for organizations to design roles that promote a sense of purpose among employees. However, it lacked context-specific analysis, particularly in healthcare settings in developing countries, and did not consider additional variables like work-life balance, prompting further investigation in the context of Federal Teaching Hospital Gombe.

Haar et al. (2019) explored the impact of work-life balance on job satisfaction and performance among over 11,000 employees in 33 countries. The study found a significant positive correlation between work-life balance and both job satisfaction and performance, highlighting that effective balance leads to increased productivity and commitment. The study advocated for flexible work arrangements and supportive policies. However, it noted limitations, such as a lack of focus on specific sectors like healthcare and developing countries, as well as not considering factors like work

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meaning. The present study aims to fill these gaps by examining work-life balance in a specific healthcare context.

Feldman et al. (2019) conducted a meta-analytic study examining the impact of work experience on job performance, finding a positive correlation where employees with more experience demonstrate enhanced skills and problem-solving capabilities. The study advocated for organizations to focus on staff retention and skill development. However, it neglected psychological and social interactions and did not assess the context of healthcare institutions in developing countries. The current study aims to fill this gap by analyzing work experience in conjunction with additional variables within the Nigerian healthcare sector.

Deery and Jago (2020) explored the impact of work-life balance on employee performance and retention in high-pressure industries, particularly within the hospitality sector. Their quantitative study, which utilized survey data and regression analysis, found that poor work-life balance increases stress and burnout, negatively affecting job performance, while a supportive environment boosts employee well-being and productivity. The authors advised organizations to prioritize work-life balance through flexible schedules and support systems. However, the study's limitations include its focus on hospitality, excluding more demanding sectors like healthcare, and it did not consider variables such as work meaning. The authors suggested further research that includes healthcare workers and multiple determinants of performance.

Asamani et al. (2021) investigated the impact of human resource management on healthcare worker motivation in Africa. Utilizing a cross-sectional survey across several countries, the study revealed that motivation, influenced by supportive policies and working conditions, is crucial for enhancing employee performance. It emphasized the need for improved human resource practices to fortify healthcare systems, recommending greater investment in employee welfare. However, the research lacked a detailed examination of specific psychological factors and did not employ a case study approach, a gap that the current study addresses by focusing on a particular Nigerian institution.

Ogunyemi et al. (2021) conducted a study on "Work Stress and Coping Strategies Among Healthcare Workers in Nigeria," focusing on the impact of work-related stress on employee performance. Their quantitative survey revealed that high stress levels significantly impair productivity and lead to burnout. The study concluded that stress hampers optimal performance and recommended stress management programs. However, it primarily addressed negative factors and did not consider positive influences like meaningful work and work-life balance. The current study aims to fill this gap by including both positive and experiential factors.

Okolie et al. (2022) conducted a study on "Employee Motivation and Organizational Performance in Nigeria," focusing on how motivational factors affect productivity. The quantitative research involved structured questionnaires and regression analysis, revealing that motivation significantly enhances employee performance, leading to greater commitment and productivity. The study emphasized motivation as crucial for organizational success and suggested improving incentive systems and recognition. However, it did not address work meaning or integrate work-life balance and experience, which the current study aims to analyze.

Agyepong et al. (2021) investigated healthcare workforce challenges in Africa, identifying systemic barriers to effective service delivery. Their mixed-method study found that inadequate infrastructure, funding, and workforce shortages hinder employee performance, leading to the conclusion that systemic reforms and increased health system investment are essential. However, their research

https://doi.org/10.65760/sjgs.v4.i2.3

primarily addresses macro-level issues, neglecting individual factors, which the present study aims to address by focusing on micro-level determinants in a specific institution.

Allen et al. (2020) investigated the relationship between work-family conflict and job performance, revealing that work-family conflict negatively impacts productivity, while flexible work arrangements enhance employee outcomes. The study advocates for organizations to implement family-friendly policies. However, it focuses on conflict rather than balance and overlooks factors like work meaning and experience, which the present study aims to address with a holistic approach.

Bailey et al. (2019) investigated the correlation between meaningful work, employee engagement, and performance, concluding that meaningful work boosts engagement and performance. They recommended that organizations enhance job design for increased meaningfulness to improve engagement. However, the study did not address work-life balance and work experience's combined impact. The current study aims to address this gap by incorporating these factors into an empirical framework at Federal Teaching Hospital Gombe.

2.4 Gap in Literature

Previous studies have mostly analyzed work-related variables separately and in non-health sectors, without context-specific evidence for Nigeria, particularly in the northeast. This study uniquely integrates work meaning, work-life balance, and work experience to explain employee performance in a healthcare institution, addressing both theoretical and empirical gaps.

3. Methodology

3.1 Research Design

This study utilized a quantitative cross-sectional design to explore how work meaning, work-life balance, and work experience influence employee performance at Federal Teaching Hospital Gombe. The cross-sectional design was appropriate for capturing data at a single point in time, allowing for the examination of relationships between variables without manipulating the study environment.

3.2 Study Population and Sample

The study population comprised healthcare professionals at Federal Teaching Hospital Gombe. A sample of 350 respondents was chosen using a simple random sampling technique to ensure representativeness and minimize selection bias. Simple random sampling gave every employee an equal chance of being selected, enhancing the generalizability of findings.

3.3 Data Collection Instrument

Data were gathered through a structured questionnaire utilizing a five-point Likert scale (Strongly Agree, Agree, Disagree, Strongly Disagree, and Neutral). The questionnaire was divided into sections covering socio-demographic characteristics, work meaning, work-life balance, work experience, and employee performance. The instrument was validated through expert review by academics and practitioners in industrial sociology and human resource management. Reliability was confirmed using Cronbach's alpha, with all constructs exceeding the acceptable threshold of 0.70.

3.4 Data Analysis

Statistical analysis included descriptive statistics (frequencies and percentages) and inferential methods, such as correlation and multiple regression, to assess relationships and predictive effects

https://doi.org/10.65760/sjgs.v4.i2.3

among the variables. Data were analyzed using Statistical Package for Social Sciences (SPSS) version 26.0.

3.5 Ethical Considerations

Ethical guidelines, including informed consent and confidentiality, were strictly followed. Respondents were informed about the purpose of the study, their right to withdraw at any time, and the anonymity of their responses. Institutional approval was obtained from the hospital management prior to data collection.

4. Results

4.1 Socio-Demographic Characteristics of Respondents

Table 1: Socio-Demographic Characteristics of Respondents (N = 350)

Variable	Category	Frequency (f)	Percentage (%)
Gender	Male	162	46.3
	Female	188	53.7
Age (Years)	20–29	85	24.3
	30–39	132	37.7
	40–49	88	25.1
	50 and above	45	12.9
Marital Status	Single	120	34.3
	Married	210	60.0
	Divorced/Widowed	20	5.7
Educational Qualification	Diploma	60	17.1
	Bachelor's Degree	170	48.6
	Master's Degree	90	25.7
	Others	30	8.6
Years of Work Experience	1–5 years	95	27.1
	6–10 years	120	34.3
	11–15 years	80	22.9
	16 years and above	55	15.7
Job Category	Doctors	90	25.7
	Nurses	150	42.9
	Administrative Staff	110	31.4

Source: Field Survey, 2026

The above table reveals that the socio-demographic profile of respondents at the Federal Teaching Hospital Gombe reveals a predominantly female workforce (53.7 percent), with a significant proportion of nurses (42.9 percent). Age distribution shows most respondents are aged 30-39 (37.7 percent) and 40-49 (25.1 percent), indicating a young to middle-aged group adept in healthcare service. Marital status indicates that 60 percent of the respondents were married, which may impact work-life balance dynamics. Educationally, 48.6 percent of the respondents hold a Bachelor's degree, suggesting a well-educated staff. Work experience is diversified, with 34.3 percent of the respondents having 6-10 years of service. The composition of the workforce aligns with typical hospital structures, supporting effective healthcare operations.

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4.2 Work Meaning and Employee Performance

Table 2: Work Meaning and Employee Performance

Statement	SA f (%)	A f (%)	D f (%)	SD f (%)	Total f (%)
I find my work at the hospital meaningful	150 (42.9)	130 (37.1)	50 (14.3)	20 (5.7)	350 (100)
My work contributes significantly to patients' well-being	140 (40.0)	135 (38.6)	55 (15.7)	20 (5.7)	350 (100)
I feel motivated because my work has purpose	160 (45.7)	120 (34.3)	50 (14.3)	20 (5.7)	350 (100)
I am satisfied when I achieve positive outcomes in my work	145 (41.4)	130 (37.1)	55 (15.7)	20 (5.7)	350 (100)

Source: Field Survey, 2026

Table 2 reveals that a significant majority of healthcare employees at Federal Teaching Hospital Gombe find their work meaningful, with 80 percent of respondents affirming this perspective. This sense of purpose correlates with perceptions of their contributions to patients' well-being, where approximately 78.6 percent of respondents recognize their duties' impact on care. Furthermore, about 80 percent of the respondents feel motivated due to this meaningfulness, and 78.6 percent express satisfaction from achieving positive work outcomes. These findings emphasize the crucial role of meaningful work in boosting employee motivation, engagement, and overall performance within the hospital, suggesting that fostering such roles can enhance organizational effectiveness and service delivery.

4.3 Work-Life Balance and Employee Performance

Table 3: Work-Life Balance and Employee Performance

Statement	SA f (%)	A f (%)	D f (%)	SD f (%)	Total f (%)
I can balance my work responsibilities with personal life	100 (28.6)	120 (34.3)	90 (25.7)	40 (11.4)	350 (100)
My working hours allow me enough time for family and personal activities	90 (25.7)	110 (31.4)	100 (28.6)	50 (14.3)	350 (100)
The hospital management supports work-life balance initiatives	80 (22.9)	130 (37.1)	90 (25.7)	50 (14.3)	350 (100)
Maintaining work-life balance improves my job performance	110 (31.4)	120 (34.3)	80 (22.9)	40 (11.4)	350 (100)

Source: Field Survey, 2026

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Table 3 reveals that healthcare employees at Federal Teaching Hospital Gombe report a moderate satisfaction level with work-life balance, with 62.9 percent of respondents affirming their ability to manage work and personal life. However, a notable percentage struggles with this balance, impacting personal well-being and work performance. Regarding time for family activities, around 57.1 percent of the respondents feel their working hours are restrictive. While 60 percent of the respondents perceive institutional support for work-life balance initiatives, there is a recognized need for improved policies. Additionally, approximately 65.7 percent of the respondents believe that maintaining work-life balance enhances job performance, in line with Work-Family Border Theory. Overall, many employees value work-life balance for performance, indicating the necessity for hospital management to adopt strategies like flexible schedules and wellness programs to alleviate stress and boost performance.

4.4 Work Experience and Employee Performance

Table 4: Work Experience and Employee Performance

Statement	SA f (%)	A f (%)	D f (%)	SD f (%)	Total f (%)
My work experience enhances my ability to perform tasks efficiently	130 (37.1)	120 (34.3)	70 (20.0)	30 (8.6)	350 (100)
I am able to make better decisions due to my experience	125 (35.7)	125 (35.7)	70 (20.0)	30 (8.6)	350 (100)
Years of service have improved my professional skills	140 (40.0)	110 (31.4)	70 (20.0)	30 (8.6)	350 (100)
My experience contributes to better patient care	135 (38.6)	115 (32.9)	70 (20.0)	30 (8.6)	350 (100)

Source: Field Survey, 2026

Table 4 reveals insights from healthcare employees at Federal Teaching Hospital Gombe regarding the role of work experience in enhancing performance. About 71.4 percent of respondents believe their experience significantly improves task efficiency and decision-making abilities, supporting Human Capital Theory. The data also indicates that 71.4 percent find professional skills are enhanced through years of service, vital for quality healthcare delivery. Additionally, 71.4 percent of the respondents agreed that experience leads to better patient care, highlighting the importance of retaining skilled personnel and fostering professional development to improve organizational performance.

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4.5 Combined Effect of Work Meaning, Work-Life Balance, and Work Experience on Performance

Table 5: Combined Effect of Work Meaning, Work-Life Balance, and Work Experience on Performance

Statement	SA f (%)	A f (%)	D f (%)	SD f (%)	Total f (%)
A combination of meaningful work, work-life balance, and experience improves my overall performance	140 (40.0)	120 (34.3)	60 (17.1)	30 (8.6)	350 (100)
I am most productive when my work is meaningful, I have balance, and I can use my experience	135 (38.6)	125 (35.7)	60 (17.1)	30 (8.6)	350 (100)
Integrating purpose, balance, and experience motivates me to achieve better results	145 (41.4)	115 (32.9)	55 (15.7)	35 (10.0)	350 (100)
These three factors together enhance my efficiency and quality of work	140 (40.0)	120 (34.3)	50 (14.3)	40 (11.4)	350 (100)

Source: Field Survey, 2026

Table 5 illustrates healthcare employees' perceptions at Federal Teaching Hospital Gombe regarding the combined influence of work meaning, work-life balance, and work experience on performance. A significant majority of 74.3 percent of respondents acknowledged that these factors jointly enhance productivity and efficiency. Specifically, 74.3 percent of the respondents agreed that meaningful work, balance, and experience are essential for motivation and engagement. The data also indicate that these three factors collectively improve work quality and efficiency, confirming their critical interplay in overall employee performance. This aligns with contemporary theories such as Work-Family Border Theory and Human Capital Theory, underscoring the necessity for hospital management to implement strategies that promote these elements to optimize performance and patient care quality.

5. Discussion of Findings

The study aimed to investigate the impact of work meaning, work-life balance, and work experience on employee performance at Federal Teaching Hospital Gombe. The findings highlight how psychological, social, and experiential factors influence staff productivity and service delivery. The discussion is structured around the socio-demographic traits of respondents and aligns results with relevant theories and previous research.

5.1 Socio-Demographic Characteristics and Workforce Context

The workforce at the hospital is predominantly female (53.7%), typical of healthcare settings, with men primarily in specialized or administrative roles. The age distribution shows a majority of young to middle-aged employees (37.7% aged 30-39 and 25.1% aged 40-49), indicating an energetic workforce capable of meeting healthcare demands. Most staff members are married (60%),

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suggesting personal obligations that may impact work-life integration. The educational background is strong, with many holding bachelor's (48.6%) or master's degrees (25.7%), ensuring a well-equipped workforce. Experience levels vary, with 34.3% having 6-10 years of service, facilitating mentorship and knowledge transfer. Nurses form the largest group (42.9%), followed by administrative staff (31.4%) and doctors (25.7%), embodying the diversity of gender, age, education, and professional roles within the hospital, which is vital for employee performance dynamics.

5.2 Work Meaning and Employee Performance

The analysis indicates that most employees view their work as highly meaningful (80%), citing significant contributions to patient well-being (78.6%) and intrinsic motivation derived from their sense of purpose. This aligns with Job Characteristics Theory, suggesting that task significance enhances employee engagement and motivation. In healthcare, the meaningfulness of work drives performance, commitment, and attentiveness, thereby improving service quality. These findings corroborate existing research by Allan et al. (2019) and Bailey et al. (2019), which links meaningful work to higher engagement, reduced turnover, and increased productivity. Therefore, recognizing contributions and highlighting the societal impact of their roles are vital strategies for enhancing employee performance in healthcare settings.

5.3 Work-Life Balance and Employee Performance

The findings indicate that employees experience a moderate level of satisfaction in balancing work and personal life (62.9%), facing challenges like demanding schedules and limited support, which can lead to stress and reduced efficiency. This aligns with the Work-Family Border Theory, suggesting that effectively managing work-life boundaries enhances well-being and performance. In healthcare, where long shifts and emotional demands are common, achieving work-life balance is crucial. Solutions such as flexible scheduling and supportive policies can mitigate stress and improve productivity. Although current satisfaction levels are moderate, work-life balance remains a vital area for improvement to enhance employee performance. These findings are consistent with Haar et al. (2019) and Deery and Jago (2020), who found that work-life balance significantly impacts job satisfaction and performance.

5.4 Work Experience and Employee Performance

The study highlights that accumulated work experience significantly boosts employee performance, improving efficiency, decision-making, skills, and patient care quality (71.4% across all indicators). This aligns with Human Capital Theory, indicating that employees' knowledge and experience enhance productivity. Experienced staff navigate complex care scenarios, mentor peers, and contribute to institutional effectiveness. The results corroborate previous research by Ng and Feldman (2019) and Okeke et al. (2020), showing that seasoned healthcare professionals provide higher-quality services and better clinical judgment. As a result, hospital management should focus on retention, mentorship, and professional development to harness these performance benefits.

5.5 Combined Effect of Work Meaning, Work-Life Balance, and Work Experience

The analysis indicates that integrating work meaning, work-life balance, and work experience significantly improves employee performance (74.3%). Employees stated that meaningful work helps them maintain a healthy personal-professional balance, enhancing their motivation and productivity. This highlights the interaction of psychological, social, and experiential factors in boosting efficiency and work quality. The findings align with contemporary research advocating for

https://doi.org/10.65760/sjgs.v4.i2.3

multifactor interventions in addressing employee performance, supporting theories such as Job Characteristics Theory and Work-Family Border Theory in complex organizational contexts. The synergy among these factors suggests that a holistic approach to human resource management is necessary for optimal performance outcomes.

5.6 Theoretical and Practical Implications

The study supports the Job Characteristics Theory and Work-Family Border Theory, indicating that meaningful work, effective work-life integration, and experience significantly influence employee performance. It suggests that hospital management can enhance motivation and patient care quality through strategies that promote meaningful roles, work-life balance policies, and employee mentorship. This research uniquely addresses the interplay of these factors within the Nigerian healthcare system, contributing to policy development and human resource management. Overall, it underscores the need for a multidimensional approach to performance management that considers psychological, social, and experiential factors.

6. Conclusion and Recommendations

6.1 Conclusion

This study explores the impact of work meaning, work-life balance, and work experience on employee performance at Federal Teaching Hospital Gombe. It finds that these factors collectively enhance employee productivity and effectiveness. Meaningful work boosts intrinsic motivation and job satisfaction, while work-life balance reduces stress and improves overall well-being. Additionally, work experience facilitates better decision-making and quality patient care. The study emphasizes a holistic HR management approach that integrates these dimensions to sustain high-quality healthcare.

6.2 Recommendations

Based on the findings, the following recommendations are offered:

1. Enhance Work Meaning: Hospital management should create purposeful roles by clearly articulating the societal impact of healthcare work. Regular recognition programs and career advancement opportunities can reinforce employees' sense of meaning and purpose.
2. Promote Work-Life Balance: Implement flexible work schedules, adequate leave policies, and wellness programs to help employees manage work and personal responsibilities effectively. Establishing employee assistance programs can provide additional support for staff experiencing work-life conflict.
3. Leverage Work Experience: Establish mentorship programs that pair experienced staff with junior colleagues to facilitate knowledge transfer and professional development. Create retention strategies that value and reward experienced employees.
4. Adopt Multifaceted Performance Strategies: Develop comprehensive human resource policies that simultaneously address psychological, social, and experiential factors influencing employee performance. Regular assessment and feedback mechanisms can help identify areas needing improvement.
5. Policy Development: Hospital administrators should work with policymakers to develop and implement supportive frameworks that promote employee well-being and performance. This includes adequate staffing levels, competitive remuneration, and professional development opportunities.

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6.3 Suggestions for Future Research

Future research should investigate additional factors influencing performance, such as organizational culture, leadership styles, technology integration, and emotional intelligence. Comparative studies across healthcare institutions in different regions of Nigeria could provide broader insights into employee performance determinants. Additionally, longitudinal studies examining the long-term effects of work meaning, work-life balance, and work experience on performance would contribute valuable knowledge to the field. Qualitative studies exploring employees' lived experiences could complement the quantitative findings of this research.

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