



**JOB DEMANDS AND ORGANIZATIONAL CLIMATE AS PREDICTORS OF
PSYCHOLOGICAL WELL-BEING AMONG HEALTH WORKERS IN ONDO STATE,
NIGERIA**

By

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Abstract

The physical and psychological demands of work and the perception of the work environment often place huge demands on health worker's performance. It is no wonder that industrial/organizational psychologists and other social scientists uphold the importance of psychological wellbeing in sustaining productivity in workers. Therefore, the study examined job demands and organizational climate as predictors of psychological well-being among health workers in Ondo State, Nigeria. This study was conducted using a cross-sectional research design, 295 health workers (male = 38; female = 257) whose age ranges from 41 to 61 (Mean=39.25; SD=8.734) were selected from the hospitals in Ondo State, Nigeria. Purposive and accidental Sampling techniques were adopted. Ryff's Psychological Wellbeing (RPWB) Scale, Organizational Climate Questionnaire (OCQ) and Job-Demands Scale were used to measure the variables of this study. Three hypotheses were tested. The findings revealed that organizational climate showed significant positive relationship with psychological wellbeing among health workers [$r(293) = .32, p < .01$]. Job demand showed inverse significant relationship with psychological wellbeing [$r(293) = -.18, p < .05$]. The results revealed that job demand and organizational climate jointly predicted psychological wellbeing among Health workers [$F(2,292) = 17.92, p < .01$] and jointly yielded 11 % variance in the psychological wellbeing of Health Workers. This study recommended that government and private organizations should implement participative decision making and supportiveness, to create a platform for improving the perception of psychological wellness.

Keywords: Job demands, organizational climate, psychological well-being, nurses

Introduction

The psychological well-being of the health workers has continued to attract serious concern and attention from psychologists (Rathi, 2009). This is because every organization needs employees who are in a good psychological state to flourish and endure the ongoing changes in the world of work (Ferreira, 2012). To deal with work-related challenges, organizations need to ensure that their employees are highly motivated and have a high level of wellbeing (Rathi, 2009).

From an organizational standpoint, work-related pressure is psychologically healthy (Leka, Jain & WHO, 2010). It gives individuals a chance to experience a feeling of challenge and accomplishment, both of which are crucial for a high level of psychological wellbeing (Dodge, Daly, Huyton & Sanders, 2012). Well-being has been regarded as an important factor in organizational success, as it is viewed by several authors as imperative to workers' overall well-being and advancement since it incorporates an all-encompassing viewpoint of individual health (Schoeman, 2012). Well-being refers to the experience of meaning, attitudes, behaviours, social connections and the individual's interconnectedness with the environment (Kirsten, Vander, Walt & Viljoen, 2009).

Psychological well-being has been regarded as the overall assessment of one's life regarding personal fulfilment, intellectual assessments or the feeling of positive emotions and negative emotions. (Chaturvedula & Joseph, 2007). Moe (2012) considered psychological wellbeing as the foundation of emotional wellness. It is no wonder that psychological well-being is often linked to individual satisfaction, feeling good, living safely and healthily (Trudel-Fitzgerald, 2019). Psychological well-being is composed of all the short-term and long-term mental functioning and positive well-being affect, self-confidence and morale, as well as, negative well-being that is often characteristic of depression, discouragement and anxiety have also implicated (O'Driscoll & Brough, 2003).

Psychological well-being has the following multiple facets, they are self-acceptance, quality relations with others, autonomy in thought and action, mastering the environment to suit personal needs and values, pursuing meaningful goals and purpose in life, and continuing personal growth and development (Ryff & Keyes, 1995). It covers different factors like meaningfulness, wellness and satisfaction, positive and negative feelings. This implies that psychological well-being involves many aspects of life (Keyes, 1995). Psychological well-being

is important to professional healthcare practice (Forstag, 2018). It is not only important to how health workers feel and function but also how they are relating well with members of the public in discharging their duties (Saka, 2017). Psychological well-being can be influenced by organizational climate.

Organizational climate is one of those important factors which determine the wellbeing of the employees especially nurses (Gershon et al., 2007). Karasek and Theorell (1990) divulge that certain dimensions of climate, namely; challenge, freedom, low conflict levels and autonomy play a crucial role in enhancing the psychological wellbeing of the employees. The problem health workers are exposed to at work may lead to deteriorated psychological well-being to the extent that some of the health workers exhibit negative job attitudes, experience unfavourable climate, poor commitment to work and engaging in unethical work behaviour (Saka, 2017). This may be attributable to the present situation in Nigeria where there are inadequate numbers of employees in the health sector (Mojoyinola & Ajala, 2007).

Job demands refer to those physical, social, or organizational aspects of the job that require sustained physical and/or psychological (cognitive or emotional) effort on the part of the employee (Yunsoo, 2019). Kar and Suar (2014) and Desrumaux, Lapointe, Ntsame, Boudrias, Savoie & Brunet (2015) asserted that job demands show a strong relationship with work-related issues that arise during operations involved in carrying out duties. These work-related issues are but not limited to role conflict, role ambiguity, workload, work-home conflict, shift-work attitude, patient care demand, perception of organizational politics, job complexity, and physical environment (Chinyere, 2015). Therefore, it becomes imperative to examine the degree of predictive influence between job demands and organizational climate on psychological well-being, especially among health workers in Ondo State, Nigeria.

Health workers are professionals engaged in actions whose primary objective is to improve healthcare outcomes (WHO, 2015). The demands on health workers are often arduous and they take a huge toll on their psychological well-being (Olowodunoye & Dennis, 2018). Due to the proficiency expected with patient care, for example, cognitive adeptness that is deemed a prerequisite for emergencies coupled with the engrossing nature of patient care, and ward round activities, the job demand on health workers is enormous and thus, it is expected that, with some considerable level of exposure to frequent demanding situations and the environment in which these stressful situations are been perpetuated, would portend some concerns for the

psychological wellbeing of health workers (Adebayo & Osagu, 2013; Ike, Fabian, Charity, & Felicia, 2018).

Health workers undergo a plethora of work-related situations that are linked with psychological, physical, social or organisational aspects of employee wellbeing that may not allow them to optimally carry out professional healthcare duties (Gershon et al., 2007). The problems confronting health care workers in Nigeria, in particular, have been the clamour for improved healthcare infrastructure to provide a safe and conducive working atmosphere for treatment and management of patients in professional healthcare practice (Adebayo & Osagu, 2013). The negative effects of psychological wellbeing have been linked with an increased rate of employee absenteeism, medical negligence and high rates of turnover which have reports suggesting the massive emigration been witnessed among healthcare workers in recent times in Nigeria (Dennis, 2014; Karatepe & Osman, 2013).

In Nigeria, reports have suggested that the organizational climate in most healthcare institutions can be described as precarious and the plight of healthcare workers have not received adequate attention from the Federal government and other stakeholders, issues such as unpaid earnings and benefits owed to workers in the health sector (Mojoyinola & Ajala, 2007). This situation would lead to poor state-of-affairs between healthcare workers and healthcare management (Adeloye, David, Olaogun et al. 2017). The overarching effects of this type of situation have been suggested by Karasek (1979) who assumes that elevated levels of pressure, undue expectations, and conflicting requirements, tend to increase burnout tendencies and cognitive and emotional disturbances that produce declining levels of psychosomatic functioning.

Mohammad, Ghasem, Razieh and Arefeh (2013) examined the relationship between organizational climate and personnel's psychological well-being among health workers. The results of the study indicated that organizational climate improvement can be considered as a policy for the promotion of personnel's psychological well-being. Moiz and Rajeesh (2016) investigated the impact of organizational climate and psychological wellbeing on employee effectiveness. The results indicated that there exists a significant relationship between the organization climate and psychological wellbeing on productivity and the reason for this could be that, the conducive environment makes the employee creative. Employees play a crucial role in enhancing the productivity and effectiveness of the organization. Chenedzai (2016) worked on the contribution of organisational climate to employee well-being among employees of some

service industries in South Africa. This author found that organisational climate was a significant predictor of employee well-being in the service industry.

Despite the outlined challenges that are encountered by health workers, there is little research on this subject matter in Nigeria. Although there are some studies, there is a relative dearth of literature on this subject matter in recent times (Olowodunoye & Dennis, 2018). The deserving commensurate research effort in Nigeria to suggest the importance of psychological wellbeing among health workers in Nigeria. Therefore, this study attempts to assuage this gap in the literature by empirically examining to what extent job demand and organizational climate would predict psychological wellbeing among health workers. However, the specific objectives of this study were to:

1. examine whether job demand would predict psychological wellbeing among health workers.
2. find out whether organizational climate would predict psychological wellbeing among health workers.
3. determine the extent to which job demand and organizational climate have a joint significant influence on psychological wellbeing among health workers.

Hypotheses

1. Organizational climate will significantly predict psychological well-being among health workers.
2. Job demand will significantly influence psychological wellbeing among health workers.
3. Organizational climate and job demand will have a joint significant influence on psychological wellbeing among health workers

Methods

Research Design

A cross-sectional survey design was adopted in this study. Study participants were selected from and across different hospitals in Ondo State Nigeria. The dependent variable was psychological wellbeing while the independent variables were job demand and organizational climate.

Research Setting

The study was conducted in selected hospitals located at the three senatorial zones in Ondo State. Only nurses working and operating in state-owned hospitals constitute the population of this study. The public hospitals were selected because of some recent transformation in the state health sector resulting from government and development partners' interventions which had increased the rate at which the general public access health care services. The selected hospitals cut across the three senatorial zones in Ondo state, Nigeria (North, Central and South).

Participants

The participants for the study were drawn from hospitals in Ondo State, Nigeria. Health workers were drawn from selected hospitals that cut across the three senatorial zones in Ondo state, Nigeria (North, Central and South). A total of 295 health workers were selected for this study. Their ages ranged from 41 to 61 (*Mean* = 39.25; *SD* = 8.734). They consisted of 38 (12.9%) males and 257 (87.1%) females. In terms of health worker religion; Christianity, 203, (33.8%), Islamic, 86, (29.2%), Traditional believers, 6 (2%), and in terms of marital status, single, 46 (15.3%), married, 155 (52.5%), separated, 42 (14%), divorced, 30 (10.2%), and participants who were widowed were, 23 (7.8%).

Sample and Sampling techniques

Participants were purposively selected from state hospitals in Ondo State. According to the information obtained from the department of research and planning, the hospital management board of Ondo State, the number of nurses in the state as of June 2017 was one thousand, one hundred and eighteen (1118). Yamane (1967) method of sample selection was used in selecting the sample size for this study. The accidental sampling technique was further used in determining how the participants were selected and those who volunteered to participate in the study.

Instruments

The instrument used for data collection comprised of four sections. Section A contains the social-demographic Information. It includes age, gender, job tenure, job status and marital status.

Section B contains the Revised Psychological Wellbeing Scale (RPWB) developed by Ryff (1989). The scale is composed of self-reported 42 items and includes autonomy, environmental mastery, personal growth, positive relations with others, purpose of life, and self-acceptance. Each domain has seven items and the responses were documented through a 6 point Likert scale ranging from 1 = strongly disagree to 6 = strongly agree. Among these items, 42 items were scored as 6 = strongly agree to 1 = strongly disagree and the rest of the items were scored reversed due to their negative nature. The higher scores indicate the greater experience of psychological well-being and positive effects. The overall internal consistency reliability Cronbach's Alpha of RPWB was found at .784 which confirms that RPWB is a highly reliable research instrument for measuring psychological wellbeing.

Section C, contains the Organizational Climate Questionnaire (OCQ) developed by Litwin and Stringer (1968), which measured responsibility, risk, reward, warmth and support, conflict and expected Approval. The Cronbach's Alpha found was .80 and it shows that the data has satisfactory reliability and validity. The research instrument had 46 questions trying to measure seven dimensions. Perception of the employees regarding these dimensions was collected on a five-point Likert Scale as "Strongly disagree" to "Strongly agree" and the rating gives as 1 to 5 respectively. This implies that a higher score indicates a perception of high organizational climate and a lower score on the scale indicates a perception of low organizational climate. Section D, this section contains the job demand items. Job demand was measured using the Job-Demands Scale developed by Jackson and Rothman (2005). The JDRS consist of 42 items on four-point Likert type scale ranging from 1 (Never) to 4 (Always). Sample of items includes; 'Do you work under pressure', 'Does your work put you in emotionally upsetting situations'. The reliability coefficient for the JDRS was .92. The Cronbach Alpha for the present study was .94. The scale measured job demands with higher scores indicative of high levels of job demands.

Procedure

An introduction letter was attached to the questionnaires which were administered. With the assistance of the Heads of Departments of the institutions used in the study, questionnaires were administered and volunteers were accidentally sampled. The volunteered respondents were

informed about the research and anonymity was guaranteed. Data collected in each of the hospitals spanned three weeks.

Data Analysis

To determine the extent and direction of relationships among the study variables, Pearson Product Moment Correlation (PPMC) was used. To test the study hypotheses, 1, 2, and 3. A Regression Analysis was conducted. The socio-demographic variables and the predictor variables (Job demand and Organizational climate) were regressed on the dependent variable (psychological wellbeing). All analysis was conducted using Statistical Package for Social Sciences (SPSS) version 20.0.

Results

The first analysis involved inter-correlations of all the variables of the study. The result is presented in Table 1.

Table 1

Summary of Correlation Matrix Showing the relationship among Job Demands, and Organizational Climate on Psychological Wellbeing

| Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | Mean | SD |
|----------------------------|-------|-------|-------|------|------|--------|-------|---|--------|-------|
| 1. Age | 1 | | | | | | | | 39.25 | 8.734 |
| 2. Gender | .05 | 1 | | | | | | | - | - |
| 3. Marital Status | .40** | .06 | 1 | | | | | | - | - |
| 4. Religion | .08 | -.11 | .13* | 1 | | | | | - | - |
| 5. Length of Service | .78** | .09 | .36** | .09 | 1 | | | | 11.98 | 8.12 |
| 6. Job Demand | -.02 | .05 | .03 | -.03 | .06 | 1 | | | 17.19 | 4.25 |
| 7. Organizational Climate | -.12* | -.09 | -.03 | -.06 | -.10 | -.31** | 1 | | 178.02 | 17.85 |
| 8. Psychological Wellbeing | -.10 | -.12* | -.06 | -.05 | -.10 | -.18** | .32** | 1 | 127.72 | 9.64 |

** p < 0.01, * p < 0.05, N=295

The results in Table 1 indicated that organizational climate had a significant positive relationship with psychological wellbeing among health workers [$r = (293) = 0.32, p < .01$]. This implies that when the working conditions in the workplace are favourable to Health workers, their psychological wellbeing will be improved. The conducive environment makes the nurses

creative. In accordance with this result, we can conclude that health workers will be more psychologically healthy if they work in a more qualified climate.

On the other hand, Organizational climate will improve the psychological wellbeing of the health workers. Job demand also had a significant relationship with psychological wellbeing [$r = (293) = -0.18, p < .05$]. Though negative. This shows that when health workers perceived the assigned duties in the workplace as tasking and resulting in a perceived sense of the reduced quality of psychological wellbeing for health workers. The tested socio-demographic characteristics shows that Age [$r = (293) = -0.10, p > .05$], marital status [$r = (293) = -0.06, p > .05$], religion [$r = (293) = 0.05, p > .05$] and length of service [$r = (293) = -0.10, p > .05$] does not have relationship with psychological wellbeing. Meanwhile, Gender was significantly and negatively related with psychological wellbeing [$r = (293) = -0.12, p < .01$].

Regression Analysis was conducted to test hypotheses 1 to 3. The socio-demographic variables (age, biological sex, length of service), Job demands and organizational climate were entered into the regression model. The results are shown in Table 2.

Table 2
Summary of Regression Analysis Showing the Predictions of Job Demand and Organizational Climate on Psychological Wellbeing

| Variables | β | t | R | R ² | df | F |
|------------------------|---------|--------|-----|----------------|--------|----------|
| | | | .33 | .11 | 2, 292 | 17.920** |
| Job Demand | -.087 | -1.51 | | | | |
| Organizational Climate | .293 | 5.05** | | | | |

Note: ** $p < 0.01, N=295$

The result in Table 2 revealed that organisational climate significantly predicted psychological wellbeing among health workers such that favourable and conducive working conditions will improve psychological wellbeing of the health workers [$\beta = 0.29, t = 5.05, p < 0.01$]. In the same vein, job demand was not a significant predictor of psychological wellbeing among health workers [$\beta = -0.09, t = -1.51, p > 0.01$]. Hypothesis three which stated that job demand and organizational climate will significantly jointly predict Psychological wellbeing among Health workers in Ondo State was tested using regression analysis as presented in Table 2. The result revealed that job demand and organizational climate jointly predicted psychological

wellbeing among Health workers [$F = (2,292) = 17.92, p < .01$] and jointly yielded 11 % variance in the psychological well-being of health workers ($R = .33; R^2 = .11$).

Discussion

This study examined job demand and organizational climate as predictors of psychological wellbeing among nurses. The results in Table 2 confirmed hypothesis 1 which supported the hypothesis which stated that organizational climate will significantly predict psychological wellbeing in such a way that organizational climate will be related to an increased level of psychological wellbeing among health workers. This result corroborated the findings of Mohammad *et al.*, (2013) and Mamta (2017) who reported that organizational climate significantly correlates with the psychological well-being of healthcare professionals. Chenedzai (2016) found that organisational climate dimensions were statistically significant, implying that they predict employee well-being in healthcare institutions. Also, Sonam and Manoj (2016), Wilson *et al.*, (2004) also found that employee's perceptions of their organization affect their perception of the climate, which affects the way people relate to their job and see their future in the organization, thereby impacting their work adjustment, health and well-being.

In hypothesis 2 which stated that job demand will significantly influence psychological wellbeing among health workers such that, job demand will be related to an increased level of psychological wellbeing among health workers was rejected. Contrary to the expectation of the researcher, the result was not in support of the hypothesis formulated. This implies that nurses who are exposed to work overload, and high job complexity aspects of the job that require continuous efforts associated with certain psychophysiological costs will experience a low level of psychological wellbeing. This result did not support the findings of Ronald *et al.* (2012) who reported that job demands had negative relationships with nurses's well-being as well as with several work/organizational outcomes. A possible explanation for this result could be lack of social support, particularly from supervisors and co-workers, were associated with deteriorated nurse wellbeing and more unfavourable work/organizational outcomes. Darr and Johns (2008) and Vanden-Broeck *et al.* (2008) revealed detrimental effects of job demands on psychological well-being, that high demands generate stressful situations that are directly linked to a low level of psychological well-being and a high level of distress.

Hypothesis 3 which stated that organizational climate and job demand will have a joint significant influence on psychological wellbeing among health workers was confirmed.

Evidence from this study indicates that the satisfaction of nurses with their working conditions leads to an increase in employees' level of psychological wellbeing, this result is in line with the findings of Chengedzai (2016). This implies that when necessary resources are provided, it improves employees' general wellbeing and working conditions.

Conclusion

The results of the study revealed that job demand had no significant prediction with psychological well-being among nurses whereas organizational climate significantly predicted Psychological well-being. This implies that organizational climate had a strong significant relationship with psychological wellbeing among nurses. The present study has therefore established that an increase in a conducive organizational climate promotes the commitment that is expected at work thereby leading to an increase in psychological wellbeing. The results of the present study also revealed that job demands had negative relationships with nurses' psychological well-being as well as with several work/organizational outcomes. A possible explanation for this result could be lack of social support, particularly from supervisors and co-workers, associated with deteriorated nurse wellbeing and more unfavorable work/organizational outcomes. It can therefore be concluded that in order to enhance psychological wellbeing, organizational effectiveness, and achieve organizational goals and objectives, nurses in Ondo State would perform better in carrying out their daily duties if presented with a good and conducive organizational climate.

Recommendations

This study, therefore, recommends that identification of the current organizational climate should be done. This can be done by conducting employee surveys. An appropriate study can determine which factors are making a positive contribution, such as clarity, standards, responsibility, flexibility, rewards, and team commitment. In addition to conducting a formal survey, feedback can be obtained by meeting with employees to discuss their roles and how they feel about their position in the organization. This can yield useful information and inform specific steps to take. For instance, implementation of more flexible policies can be tried to make the employees feel comfortable, allow team members to start earlier or finish later to accommodate their schedules. Raising awareness of the hospital's mission and vision becomes important because it will strengthen the workplace's organizational climate. Understanding the

hospital's mission and vision can help employees feel more invested in their work and improve their motivation. Every workplace needs positive reinforcement that gives employees the motivation they need to complete everyday tasks. Identifying these elements and strengthening them is one of the best ways to improve the climate in an organization especially in hospitals. Factors that motivate staff include realistic goals, good lines of communication, and a clear workplace. Simple gestures such as creating a comfortable work environment can improve productivity as well as the organizational climate. Implementing a formal rewards system can be a great way to motivate staff. Employees can be rewarded based on measurable performance metrics, such as a pay bonus, additional days off, hazard and risk allowance most especially this period of Covid-19 pandemic. For the workplace's organizational climate to be improved, each employee's assignments should be evaluated, reassign tasks were necessary to achieve balance and team cooperation should be boosted.

The effects of job demands can be reduced by ensuring that employees have appropriate knowledge, skills, and abilities for the work that they are assigned; allow adequate time for breaks; provide additional practical assistance for employees performing mentally challenging work; rotate boring, monotonous tasks; and give employees control over the order, method, and pace at which they complete tasks. Allow employees to take breaks or 'time out' from emotionally demanding work; provide access to employee assistance programs (EAP) for those who experience a traumatic event or those working in roles with high emotional demands; and provide regular training to individuals working in roles that require them to regularly interact with patients, regulate or hide their emotions (for example, conflict resolution). Ensure that employees understand how to identify physical hazards in the environment and can respond appropriately; allow employees to take regular breaks from physically demanding or repetitive tasks; and that they have the necessary tools and equipment for a physically safe and comfortable workstation.

This study also recommended that employee assistance program and cognitive-behavioral intervention is an effective intervention in increasing employees psychological well-being. Psychoeducational training could be appropriately incorporated into their existing training, this will go a long way in boosting their psychological well-being. Social support means a nurse is recognized by society, only if nurses are satisfied with their work and life and have harmonious interpersonal relationships, social support can provide help on material or

information to increase their happiness, satisfaction, sense of belonging, and ability to handle an emergency.

Health workers are always busy at the clinical front line, rarely with family or friends to talk to their confusion and distress, when they are confronted with plight, competition, and risk, their stress response is also an important factor to influence happiness, support cannot effectively ease the pressure on the impact of the Psychological well being. Interventions to minimize workloads and improve nurse-patient relationships are essential to combat depressive symptoms among nurses (Gong et al., 2014; Jiao et al., 2015). Nurses with high titles are mostly the backbone of the department or hospital and have good self-control and sound social adaptability, namely, the higher the professional titles, the higher the happiness index. Unit leadership that creates empowering workplace conditions plays a key role in establishing supportive practice environments that increase work effectiveness and improves well-being (Spence-Laschinger, et al., 2014). However, primary nurses, get a slow promotion for a variety of reasons, so if more opportunities and platforms are being offered, it will certainly help to improve the nurses' happiness.

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