PERCEIVED SOCIAL SUPPORT, ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND WORK MOTIVATION AS PREDICTORS OF PSYCHOLOGICAL WELL-BEING OF PUBLIC HEALTH WORKERS IN IBADAN, OYO STATE, NIGERIA

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Abstract

This study investigates perceived social support, organisational citizenship behaviour and work motivation as predictors of psychological well-being of public health workers in Ibadan, Oyo State. The study adopts the survey research design of ex-post facto type to select two hundred participants, using multi-stage sampling technique for the study. Four research instruments were used in the study, they include Multidimensional Scale of Perceived Social Support (MSPSS), Ryff Scales of Psychological Well-Being (SPWB), Organisational Citizenship Behaviour Scale (OCBS), and Work Motivation Inventory (WMI). The method of data analysis adopted for this study is the Pearson product moment correlation (PPMC), multiple regressions analysis and T-test statistics. The results indicate a significant positive relationship between perceived social support, (r= -.587, p< .05), organisational citizenship behaviour (OCB), (r= -.297, p< .05), Work motivation (r= -.132, p< .01), Age (r= 329, p< .05), Gender (r= -.484, p< .05), Marital Status (r= .137, p< .05) and Psychological Well-Being. Parental social support was the most potent predictor of employee's psychological wellbeing. Although, these correlations among the variables investigated are low, they showed that employees' psychological well-being as related to the workplace is to some extent dependent of the nature on the moderating influence of these factors. It is recommended that job incentives, such as; increased wages and salaries, improved condition of service, promotion as at when due, provision for retirement benefits and other fringe benefits should be adequately provided by the government to facilitate workers' well-being. This would also contribute particularly to the psychological wellbeing of health workers, thus, these variables can also be used to further enhance adequate psychological wellbeing of workers.

Keywords: Psychological well-being, perceived social support, organisational citizenship behaviour, work-motivation**.** Public health workers

Introduction

The process of delivering quality service begins with the individual motivation of all employees whether professional, skilled or unskilled. With increase in the growth of public service, the health sector at present struggles for employees possessing the capabilities of quality service (Shields, & Price, 2005). However, research had it that health sector plays an important role in global health and similarly, conducive work environment and employees are the best sources of delivering good services to citizens. Excellent services provided and offered by employees can create positive perception and ever lasting legacy in the eyes of the citizens. The motivation and well-being of health employees play a major role in achieving high level satisfaction among its beneficiaries (Stroh, 2001).

Psychological well-being reflects an individual's emotional relationship with his or her environment, motivational qualities such as happiness, personal satisfaction, optimism, and morale (Taylor & Brown, 1994). It has multiple synonyms including positive effects, subjective well-being, and emotional well-being. Psychological well-being is often operationalized as a mood, effect, trait, or experience which may last few moments or a few days. In comparison with mood, psychological well-being consists of changeable components which could dynamically influence the actual mental state (Hasmenn, 2000; Martin & Newell, 2005). The well-being of employees is in the best interest of communities and organisations. The workplace is a significant part of an individual's life that affects his or her life and the well-being of the organisation. The average employee spends much of his or her working life, as much as a quarter of perhaps a third of his working life in workplace. As much as the fifth quarter of the variation in employee's life satisfaction can be accounted for by satisfaction with work (Campbell, Converse, & Rogers 1976). The nature of work such as it routinization, supervision, and complexity, has been linked casually to an individual's sense of control and depression (Kohn & Spector, 1982). It is now recognized that depression is second only to ischemic heart disease in contributing to reductions in productive and healthy years of life (Murray Lopez, 1996). The ability of the workplace in preventing mental illness and promoting well-being is compatible with the mission of the public's heath, as outlined by the US Surgeon General (U. S. Department of Health and Human Service. 1999).

The construct of Organisational citizenship behaviour (OCB) derives from the need to encourage cooperation between members of an organisation in order to help organisations run more smoothly (Borman, 2004). Organisational Citizenship Behaviours are thought to have an important impact on the effectiveness and efficiency of work teams and organisations, therefore contributing to the overall productivity of the organization. Katz (1964) indicated that behaviours which are helpful and cooperative are essential for organisational operations. However, the most widely used definition of OCB is from Organ

(1988) who defines OCB as "individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and that in the aggregate promotes the effective functioning of the organisation." In general, organisational citizenship includes a variety of behaviours, such as helping a new employee get through his or her first day on the job) versus a group of individuals or an impersonal collective (presenting the organisation in a positive light to outsiders (Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

Perceived social support can generally be thought of as the giving and receiving of goods and services among people in a social network. Dunkel-Schetter and Skokan (1990) refer to social support as an interaction between dyads in which one person recognizes the distress of another and actively seeks to provide support in response to the distress. Received social support can be defined as, the naturally occurring helping behaviours that are being provided while perceived social support can be defined as the belief that such helping behaviours would be provided when needed (Norris & Kaniasty, 1996). It can also be described as "individuals drawing upon others or resources from the whole (received social support) or even the mere perception that one can do so (perceived social support)," (Moren-Cross & Lin, 2006).

Motivation is the set of reasons that inspires one to engage in a particular behaviour. The term is generally used for human motivation but, theoretically, it can be used to describe the causes for animal's behaviour as well. According to various theories, motivation maybe rooted in the basic needs to minimize physical pain and maximize pleasure, or it may include specific needs such as eating and resting, or a desired object, hobby, goal, state of being, ideal, or it may be attributed to less-apparent reasons such as altruism, morality, or avoiding mortality (Staw, McKechnie, and Puffer, 1983).

Research Questions

The following research questions were designed to guide the conduct of this study.

1. What relationship exists between perceived social supports, organisational citizenship behaviour, work motivation on psychological well-being?
2 What is the joint contribution of social supports, Organisational citizenship behaviour and work motivation on psychological well-being?
3 What is the relative contribution of perceived social supports, organisational citizenship behaviour, work motivation on psychological well-being?

Methodology

The study adopts a descriptive survey research design of the *ex-post facto type*. It is a research study in which a group of people, items or objects is studied by collecting and analyzing data from only a few people on their opinions, items or objects considered to the exact representative of the entire group.

The population for this study was all public health workers in Ibadan, South West Nigeria. Two hundred (200) public health workers among a total of 2, 500 within the metropolis were randomly selected for the study. The selection was based on the willingness to participate and provide details for the study. Among the sample, one hundred and forty-five (145) were junior staff and forty-five (45) were senior staff. Also, about one hundred and four (104) were males and ninety-six were females. The participants were aged between 22 and 46 years with a mean age of 21.5 and a standard deviation of 10.4.

For the purposes of this study, perception of social support was measured using the Multi-dimensional Scale of Perceived Social Support (Zimet, 1988). The MSPSS is designed to measure the individual's subjective assessment of social support adequacy from three specific sources: family, friends and significant others. This instrument is a 12-item paper and pencil scale. Participants completing the MSPSS were asked to indicate their agreement with items on a 5-point Likert-type scale, ranging from very strongly disagree to very strongly agree. Total and subscale scores range from 1 to 7, with higher scores suggesting greater levels of perceived social support. Canty-Mitchell and Zimet (2000) assessed the readability of the MSPSS items and found them to be at a fourth-grade reading level.

Adequate psychometric properties have been found with the MSPSS in several studies with young adults and adults in the United States and in Europe (Kazarian & McCabe, 1991; Zimet et al., 1988, 1990). Canty-Mitchell and Zimet (2000) investigates the MSPSS with a sample of urban adolescents and found internal reliability estimates of .93 for the total score and .91, .89, and .91 for the Family, Friends, and Significant Other subscales. Factor analysis of the MSPSS with their sample confirmed the three-factor structure of the measure. The total MSPSS demonstrated high internal consistency with an alpha of .86.

Ryff Scales of Psychological Well-Being (SPWB) were used to assess the criterion variable on employees' well-being (Ryff, 1989b). The 54-item questionnaire (Appendix C) is composed of six dimensions: (a) self-acceptance, (b) positive relations with others, (c) autonomy, (d) environmental mastery, (e) purpose in life, and (f) personal growth (Ryff, 1989b). Each subscale contains nine randomly distributed items that participants respond to using a 5-point Likert-type scale (i.e., 5 = strongly agree, 4= agree, 3 = Undecided, 2 = disagree, and 1 = strongly disagree) for rating. In the development of the six-factor model, Ryff (1989b) reported the following internal consistency reliability coefficients: Self-acceptance (α = .93); Positive Relations with Others (α = 91); Autonomy (α = 86); Environmental Mastery (α = 90); Purpose in Life (α = 90); and Personal Growth (α = 87). For the current study, the overall Cronbach alpha coefficient was (α = .96).

The scale is adopted from (Lee and Allen's, 2002) scale that measures Organisational Citizenship Behaviour-Organisation **(**OCBO), and Organisational Citizenship Behaviour-Individual **(**OCBI)

was used to measure the type of OCB intention. Items were presented in random order. A random number generator was used to determine the order of the items. A copy of this scale is included in Appendix A. Each participant was instructed to role play the individual in the vignette and to indicate on a 5-point scale (1 = *never*, 5 = *always*) how frequently they would participate in the identified behaviours. Of the 16 items on the scale, eight represent OCBI behaviours and eight represent OCBO behaviours. Lee and Allen year estimate the reliability for the OCBI scale to be .83 and the reliability for the OCBO scale to be .88, while the overall composite score reliability is .91. The type of the reliability was not reported, but for likely internal consistency.

This scale was adopted from (Akinboye's 1998), work motivation inventory. It is an instrument with 21 items constructed on 5 point Likert Scale ranging from (1) Strongly Disagree to (5) Strongly Agree. The intrinsic and extrinsic items were separated and scored differently. A typical item of the inventory reads ''Availability of adequate welfare for retiring staff '' Work motivation has reliability co-efficient ranging from 0.78 to 0.82 with a convergent construct validity a= 0.69.

The researcher personally administered the instruments following the approval granted by relevant authorities in the Ministry of Health. The heads of each of the (units) visited at the state secretariat as well as the Local Government Council, assists the researcher by imploring the staff to cooperate and respond positively to the questionnaire. The researcher explained step by step on how each section of the questionnaire is to be filled. However, some of the health workers responded to the questionnaire immediately, while others complained of lack of adequate time for the completion of the questionnaire. Therefore, the researcher was compelled to wait for the questionnaires to be completed by the staff, while other workers due to time factors did not respond to the questionnaires, so the researcher had to fix an agreed time to come and collect the filled questionnaires. A total of two hundred (200) questionnaires were distributed, filled and returned accordingly for the study.

Data collected were analyzed using the Pearson Product Moment Correlation (PPMC), and Multiple Regression Analysis to ascertain the patterns of relationship and the contribution of the independent variables to the criterion measure - psychological well-being of health workers.

Results

1. **Research Question** 1: What relationship exists between perceived social supports, organisational citizenship behaviour, work motivation on psychological well-being?

Table 1: Correlations matrix between Independent Variables and Psychological well-being of public health workers

	1	2	3	4	5	6	7
1 Psychological Well-being	1.000						
2 Perceived Social Support	.0.587	1.000					
3 OCB	-.0.297**	-0.342*	1.000				
4 Work Motivation	0.132**	0.186**	-0.128	1.000			
Mean	74.18	37.58	61.77	44.17	21.59	1.48	1.63
SD	10.50	10.90	14.14	12.77	10.49	. 500	.4

Significant at P<0.05

From the above table, there is a (positive) significant relationship between, perceived social support, (r= -.587, p< .05), organizational citizenship behaviour (OCB), (r= -.297*, p< .05), Work motivation (r= -.132**, p< .01), as significant with Psychological Well-Being.

Research Question 2: What is the joint contribution of work motivation, organisational citizenship behaviour (OCB), Perceived social support on the Psychological well-being?

Table 2: Summary of Regression Analysis of the combined prediction of Psychological Well-Being of public health workers

Model	Sum of Squares	DF	Mean Square	F	P	Remark
Regression	45678.65	3	14226.21	29.076		Sig.
Residual	95896.98	196	498.28		.000[a]	
Total	141575.63	199				

R = .0.649,
R2 = 0.421,
Adj. R2 = 0.413

The table above shows that the joint effect of work motivation, organisational citizenship behaviour (OCB), Perceived social support on employees Psychological well-being was significant (F (3,196) = 29.076; R = .649, R2 = .421, Adj. R^2 = .413; P <. 05). The independent/predictor variables jointly accounted for a variation of about 41.3% while other extraneous variables accounted for about 58.7%. The significant result would not have been due to chance.

Research Question 3: What is the relative contribution of motivation, organizational citizenship behavior (OCB), perceived social support to the prediction of Psychological well-being of public health workers?

Table 3: Relative contribution of the independent variables to the dependent variables (Test of significance of the regression coefficients)

Model	Unstandardized Coefficient		Standardized Coefficient	T	P	Remark
	B	Std. Error	Beta			
(Constant)	159.526	18.712		7.833	.000	Sig.
Perceived Social Support	-.412	.079	-.463	-5.474	.000	Sig.
Organizational	.336	.118	.312	3.370	.006	Sig.
Citizenship Beh.	-.285	.175	.175	-2.684	.015	Sig.
Work motivation						

The results reveal the following levels of significance of the independent variables on psychological well-being: Perceived Social Support (β = -.463, $p<0.05$), Organisational Citizenship Behaviour (OCB) (β = .312, $p<0.05$), and Work motivation, (β = -.175, $p<0.05$), respectively.

Discussions

The analysis of the relationship among perceived social support, organisational citizenship behaviour, work-motivation, age, gender, marital status and psychological well-being as shown in the correlation matrix table (1) indicate that there is positive and significant correlation among the variables (perceived social support, organisational citizenship behaviour, work-motivation, age, gender and marital status with psychological well-being). This suggests that perceived social support, organisational citizenship behaviour, work-motivation, age, gender and marital status could predict psychological well-being of the health workers.

The multiple regression analysis in table (2) shows that perceived social support, organizational citizenship behaviour, work-motivation, age, gender and marital status when put together are strong predictors of employees' psychological well-being. The magnitude of this relationship in predicting the employees' psychological well-being is reflected in the values of the co-efficient of multiple R^2 (0.421) and in multiple R^2 adjusted (0.413) as shown in table 2. Thus, it can be said that 41.3% of the total variance in the psychological well being of public health workers in Ibadan metropolis is accounted for by the combination of perceived social support, organizational citizenship behaviour, work-motivation, age, gender and marital status. The F-ratio value of 29.076; is significant at 0.05 levels. This further affirms to the fact that the predictive capacity of the independent variables are not due to chance factor.

Furthermore, with regards to the extent to which each of the three independent variables contributes to the prediction of workers' psychological well-being, it is seen in Table 3 that perceived social psychological, organizational citizenship behaviour, and work-motivation contribute to workers' wellbeing. The table indicates the beta weight which represents the relative contribution of the independent variables, and it could be ascertained that perceived social support is the best potent predictor of workers' psychological well-being, despite the predictive strength of organisational citizenship behaviour and work-motivation.

By the nature of the construct social support, it is the strength of an individual's desire to be involved in the beneficial receipt of provisions in relationships, including informational, emotional, or tangible aid. Support is often assessed subjectively as an individual's perception of the support available to them. It is said to be the interpersonal transactions that include one or more of the following: the expression of positive effect (feeling liked or loved) of one person towards another; the affirmation (feeling appreciated or admired) or supporting and respecting another person's perceptions, behaviours, or expressed views and the giving of material such as money or symbolic aid to another. This finding is in congruence with the theoretical and empirical postulations by Harris, Winskowski & Engdahl, (2007). Perceived social support has been shown to influence health in two different ways: through stress-buffering and main effects. The stress-buffering model asserts that social support is most protective in times of elevated stress exposure, and that support benefits health by providing individuals with resources that help to alleviate the deleterious impact of stress exposure.

The second mechanism by which social support is thought to influence health is through main-effects. The main-effects model maintains that the perception of support from others in social activities and close social relationships has a positive influence on health irrespective of exposure to stress. The "main-effects" model is supported by research that finds a relationship between social support and psychological distress that is independent of stress level. Positive effects of social support on health and well-being have been consistently demonstrated in literature. Hogan, Linden, & Najarian, (2002); Helgeson, MacMahon & Lip, (2002) also lend support to the argument that individuals with high levels of support may be less likely to appraise stressors as threatening than those with low levels of support. Social support may also increase the ability to cope with stressors through receiving informational and emotional support, and improved coping may result in fewer physiological and psychological symptoms of illness. Consistent with the social exchange theory, when employees feel that their organisation is considering financial and material rewards or advantages for their well-being (e.g., pay, security, fair treatment, promotion and others), they find themselves

psychological acquitted with their work and are more willing to reciprocate by expressing and displaying positive attitudes and behaviours. Eventually, this will be directed to benefit the organisation rather than any specific individual within the organisation.

Organisational citizenship behaviour is the second predictor of employees' psychological well-being as revealed in the study. It has been well established in the social psychological prosocial literature that positive workers' psychological well-being (mood) is associated with helping behaviour. This is in association with empirical postulations by Baron, (1996), Penner, Midili, & Kegelmeyer, (1997) who in their studies revealed that if an individual believes that helping will induce negative emotion (e.g., depression), it might inhibit helping. Thus, expectation of future emotion can be an important element in behaviour. One should note, however, that most of these studies involve induced moods and helping a stranger, rather than someone with whom the subject had an ongoing relationship. These studies reflect immediate responses rather than future behaviours. The range of emotion-related variables studied by organizational citizenship behaviour (OCB) researches have been quite limited, with most focusing on general mood rather than specific emotional states. However, this results is in-line with the works of George (1991), Piccolo & Ilies (2004) who show that positive mood was associated with organisational citizenship behaviour. An empirical submission by Gardner and Schermerhorn, (2004), Eagly (2005) also provide support that employees who are experiencing poor well-being are likely to withdraw from their work and not be as affected by the actions of their organizations, even if those actions do coincide with considerate and initiating behaviours. These findings indicate that when employees' well-being is high, behaviours that display consideration, value and structure initiation are, especially, predictive of performance in the workplace. An employee who is experiencing low wellbeing may be less receptive to these citizenship behaviours and withdraw from his/her work.

Work-motivation also made significant contribution to the prediction of psychological well-being. Self-determination theory defines these needs as nutriments that are essential for people's survival, growth, and integrity (Kasser & Ryan, 1996). This view which assumes that needs are innate rather than learned, suggests that a desire or goal (e.g., wanting more money or wanting a primary relationship) represents a true need only if its level of satisfaction relates directly to people's level of well-being. Several studies have provided evidence that is consistent with the postulate that competence, autonomy, and relatedness are in fact true needs. This study is in line with the theoretical and empirical studies (Ryan & Deci, 2000), who believe employee's motivations, are universal, and fulfillment of those motivations leads to psychological well-being, whereas thwarting of needs leads to psychological distress. Individuals lacking in motivation

fulfillment may seek out inappropriate ways to fulfill their motivations. Psychological needs suggest that humans will be motivated and display well-being in organisations to the extent that they experience psychological need satisfaction within those organisations.

Conclusion

The pervasive demographic and organisational structure of the state health sector is a worrying concern for employees, government as well as the citizens. One consequences of this workplace is the employee well-being. A review of literature found multiple sources identifying the psychological well-being of health workers as consisting of deviant workplace behaviours with greater influence in the area of reduced organisational performance. However, several other important factors, such as perceived social support, organisational citizenship behaviour, work motivation, as well as age, gender and marital status of the workforce were addressed in both the literature review and the survey results. This problem has provided impetus for additional research that will examine the implications of this challenging working environment on the health and well-being of the individuals who occupy them. Results from this study support the notion that work motivation, organisational citizenship behaviour and perceived social support as well as (age, gender and marital status) context formed within the household and context is an important factor in psychological well-being.

Recommendation

Based on the findings of the study, it is recommended that job incentives, such as; increased wages and salaries, improved condition of service, promotion as at when due, provision for retirement benefits and other fringe benefits should be adequately provided by the employers. This will definitely motivate the workers towards coping and adjustment to work environment and effective management of work-family role conflict vis-avis increasing workers well-being with corresponding effects on organisational goal achievement

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