

**ORGANISATIONAL SUPPORT AND WORKLOAD AS CORRELATES TO
PSYCHOLOGICAL WELL-BEING OF UNIVERSITY EMPLOYEES IN OGUN STATE,
NIGERIA**

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Abstract

The study examined the influence of organizational support and workload on the psychology well – being university employees in Ogun state. The study adopted the descriptive research design of survey type and a total of 325 university employees were selected as samples through the stratified random sampling technique for or the study. A research question and two hypotheses were formulated and tested at 0.05 level of significance. The instrument used were Demographic Data Inventory (DDI). Organisational Support Questionnaire (OSQ), Workload Sub-Scale of the Job Satisfaction Scale (JSS – W), Ryff’s Psychological Well-Being Scale — Short Form (PWBS-SF). The results showed that organizational support accounted for a large fraction (74.6%) of the variation in psychological well-being. Additionally, workload accounted for significant portion (30.2%) of the variance in psychological well-being. The study discovered a significant combined influence of organizational support and workload on psychological well-being of university employees. Together, organizational support and workload jointly accounted for a substantial portion (81.8%) of the variance in psychological well-being. The result of findings on also revealed significant results (Beta = .864, $t = 29.577$, $p < .0005$). This however indicated that an increase in organizational support is associated with an increase in psychological well-being. Ho is therefore rejected. The result of also revealed that organizational support contributed 74.6% of the variance in psychological well-being (Adj. $R^2 = .746$). The result also revealed that workload contributed 30.2% of the variance in psychological well-being (Adj. $R^2 = .302$). The result of findings revealed significant results (Beta = -.551, $t = 11.369$, $p < .0005$). This however indicated that an increase in workload is associated with a decrease in psychological well-being. Ho is therefore rejected. The result of findings on table 5 revealed significant results ($F_{2, 295} = 669.651$, $p < .0005$). The null hypothesis is therefore rejected. These findings were adequately discussed in relation to the positions of other researchers and appropriate recommendations were made.



Introduction

In the dynamic and demanding environment of higher education institutions, the well-being of university employees is a critical factor affecting their job performance and overall satisfaction. Organizational support and workload are two fundamental aspects that significantly influence the well-being of employees within academic settings. It is essential to understand the intricate relationship between the support provided by the organization and the workload employees experience concerning their well-being.

The correlation between organizational support, workload, and employee well-being is a complex and crucial area of study, particularly within the unique context of university settings. Universities serve as hubs of knowledge creation and dissemination, where the well-being of employees directly impacts the quality of education and research outcomes. Exploring how organizational support and workload levels correlate with the well-being of university employees is essential for creating a supportive work environment that enhances employee satisfaction and productivity.

This research aims to investigate the impact of organizational support and workload on the well-being of university employees, seeking to uncover insights that can inform strategies and interventions to promote a healthier and more positive work environment. By examining these factors within the specific context of university settings, this study intends to contribute valuable knowledge to the field of organizational psychology and human resources management. Ultimately, understanding the dynamics of organizational support, workload, and employee well-being can pave the way for enhancing the quality of work life for university employees and fostering a culture of well-being and success within academic institutions.

Hypotheses

The following hypotheses were tested at 0.05 level of significance:

HO₁: There will be no significant influence of organizational support on the psychological well-being of university employees in Ogun state.

HO₂: There will be no significant influence of workload on the psychological well-being of university employees in Ogun state.

HO₃: There will be no significant combined influence of occupational stress factors (organizational support and workload) on the psychological well-being of university employees in Ogun state.

Methodology

Research Design



The study used a descriptive survey design to collect data from university employees in Ogun State, focusing on the influence of organizational support, workload, and psychological well-being. The data was collected through questionnaires, allowing the researcher to determine both the joint and relative influence of these variables on the dependent variable. The respondents provided first-hand information about their experiences and perceptions.

Population

The population of the study comprised of the academic and non-academic university employees working in the federal, state, and private universities located in Ogun state. The total number of participants was 325 university employees.

Sample and sampling technique

A sample of 325 university employees, representing 5% of the population, was selected using stratified random sampling. The sample was divided into three strata based on university type in Ogun State, Nigeria: Federal, State, and private universities. A university was selected from each stratum using simple random sampling, with the Federal University of Agriculture, Abeokuta being the only federal university. The sample was then proportional simple random sampling, ensuring equal representation of university employees and ensuring equal probability of inclusion.

Instrumentation

Four instruments were employed to carry out the study. Demographic Data Inventory, Organizational Support Questionnaire, Workload Sub-Scale of the Job Satisfaction Scale, and Ryff's Psychological Well-being Scale. These instruments were appropriate because they have been found to have high degrees of reliability and validity and have been found to be suitable for quantifying the variables of this study, namely, organisational support, workload and psychological well-being. These scales were efficient for collecting data from a large number of participants in a standardized manner. They were also appropriate for capturing a broad range of experiences and perceptions across a large sample.

Method of Data Collection

The researcher obtained an introduction letter from the Department of Education, Babcock University and proceeded to visit the chosen universities with her research assistant to obtain authorization and familiarization for the study. As a result of efficient coordination, distribution and collection, the 325 questionnaires were retrieved.

Method of Data Analysis

The data collected were analyzed using the descriptive statistics of frequency count, and percentage, mean and standard deviation. The hypotheses were analyzed using simple linear regression analysis and multiple regression analysis.



Results

Hypothesis 1

HO₁: There will be no significant influence of organizational support on psychological well-being of university employees in Ogun State.

Table 1: Model Summary and Coefficients of the simple linear regression analysis for influence of organizational support on psychological well-being

		<i>B</i>	Std. Error	Beta		
1	(Constant)	22.383	1.143		19.588	.000
	organizational support	.646	.022	.864	29.577	.000
Model		Sum of Squares	<i>Df</i>	Mean Square	<i>F</i>	Sig.
1	Regression	3379.450	1	3379.450	874.770	.000 ^b
	Residual	1143.520	296	3.863		
	Total	4522.970	297			
$R = .864$, R Square = .747, Adjusted R Square = .746, Std. Error of the Estimate = 1.96551 Dependent Variable: Psychological Well-Being						

Table 1 revealed significant results (Beta = .864, $t = 29.577$, $p < .0005$). This however indicated that an increase in organizational support is associated with an increase in psychological well-being. Ho is therefore rejected. Table 1 also revealed that organizational support contributed 74.6% of the variance in psychological well-being ($Adj. R^2 = .746$).

Hypothesis 2

There will be no significant influence of workload on psychological well-being of university employees in Ogun State.



Table 2: Model Summary and Coefficients of the simple linear regression analysis for influence of workload on psychological well-being

Model	Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	Sig.
	<i>B</i>	Std. Error	Beta		
1 (Constant)	63.607	.694		91.594	.000
workload	-.507	.045	-.551	-11.369	.000
Model	Sum of Squares	<i>Df</i>	Mean Square	<i>F</i>	Sig.
1 Regression	1374.725	1	1374.725	129.253	.000 ^b
Residual	3148.245	296	10.636		
Total	4522.970	297			

$R = .551$, R Square = .304, Adjusted R Square = .302, Std. Error of the Estimate = 3.26128
Dependent Variable: Psychological Well-Being

Table 2 revealed significant results (Beta = -.551, $t = 11.369$, $p < .0005$). This however indicated that an increase in workload is associated with a decrease in psychological well-being. H_0 is therefore rejected. Table 3 also revealed that workload contributed 30.2% of the variance in psychological well-being ($Adj. R^2 = .302$).

Hypothesis 3

There will be no significant combined influence of organizational support and workload on psychological well-being of university employees in Ogun State.



Table 3: Model Summary and Coefficients of the multiple regression analysis for influence of organizational support and workload on psychological well-being

		B	Std. Error	Beta		
1	(Constant)	30.189	1.205		25.063	.000
	Organizational Support	.572	.020	.765	29.027	.000
	Workload	-.263	.024	-.287	-10.872	.000
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3706.550	2	1853.275	669.651	.000 ^b
	Residual	816.420	295	2.768		
	Total	4522.970	297			
R = .905, R Square = .819, Adjusted R Square = .818, Std. Error of the Estimate = 1.66359						
Dependent Variable: Psychological Well-Being						
Predictors: (Constant), Workload, Organizational Support						

Table 3 revealed significant results ($F_{(2, 295)} = 669.651, p < .0005$). The null hypothesis is therefore rejected. Table 5 revealed that whereas organizational support is positively associated with psychological well-being (Beta = .765), workload is negatively associated with psychological well-being (Beta = -.287). Table 5 also showed that both organizational support and workload jointly contributed 81.8% of the variance in psychological well-being ($Adj. R^2 = .818$).

Discussions

The analysis here shows that increase in organizational support is positively related to increase in psychology well-being. The value provided supports this relationship. In addition, the rejection of the null hypothesis shows enough evidence to conclude that organisational support influences psychological well-being because organisational support accounts for about (74.6%) of the variability observed in Psychological well-being scores as denoted by the adjusted R-squared value of 0.746). This highlights the importance of organisational support as it contributes to and fosters positive psychology well-being outcomes. This suggests that enhancing organisational support systems can have profound impact on promoting psychological well-being among



university employees. These findings underscore the critical role of organizational support in enhancing the psychological well-being of employees.

These findings align with existing research indicating that supportive work environments contribute positively to employees' mental health. This finding corroborated Akintayo and Oyewole (2020) who investigated the influence of perceived organizational support on the well-being of university employees, and found that a supportive work environment mitigates the negative effects of stress and enhances psychological well-being.

The second hypothesis was rejected, there's enough evidence to suggest that there is a significant relationship between workload and psychological well-being, since table 2 shows and that workload accounts for 30.2% of the variation observed in Psychological well-being, the 0.302 means that workload is a statistically significant predictor of psychological well-being. The implication is that changes in workload = changes in Psychological well-being. This also highlights the importance of managing and understanding workload to support psychological well-being outcomes. This finding agreed with that of Denedra and Rahyuda (2019) who found that heavy workload has always been linked to a negative impact on employees' psychological and physical health. This finding also agreed with Akinbode (2018) who found that factors such as heavy workload, among others, contribute significantly to the stress levels among academic and non-academic staff, and increased stress level has been known to decrease psychological well-being. Thus, high stress levels caused by high workload may have negative effects on the psychological well-being, physical health and work performance of individuals.

The third hypothesis revealed that the null hypothesis was rejected and this suggests that there is a meaningful relationship btw the variables being studied. It was found out that organisational support has a positive relationship of (Beta = 0.765), while workload has a negative association of (Beta = 0.287) with psychological well-being. This implies that higher level of organizational support are linked with improved psychological well-being, while increased workload is tied to lower psychological well-being. Table 5 also indicates that both organisational support and workload together explain a huge portion of (81.8%) of the variability observed in Psychological well-being scores and this is shown by the adjusted R-squared value of 0.818). By understanding these relationships, university authorities can focus on enhancing support systems and managing workloads to positively influence the psychological well-being of their employees. Adefemi (2022) who found that both high organizational support and optimal workload positively influenced job performance and psychological well-being, and that employees who benefited from supportive work environments and had manageable workloads exhibited higher levels of engagement, motivation, and psychological resilience.

Conclusion

The findings from this study provided valuable insights into the factors influencing the psychological well-being of university employees in Ogun State, Nigeria. The participant's level of psychological wellbeing in the study confirmed the significant positive impact of organizational support on psychological well-being. A higher level of support from the organization was strongly associated with increased psychological well-being among employees.



This highlighted the importance of fostering supportive work environments to enhance the mental health and overall well-being of university employees. Importantly, the study revealed that both organizational support and workload collectively exerted a substantial influence on employees' psychological well-being. While organizational support positively contributed to psychological well-being, the negative impact of workload cannot be overlooked. Together, these factors explained a significant portion of the variance in psychological well-being among university employees.

Recommendations

The recommendations provided focused on three key areas that universities should prioritize for the well-being of their employees. First, it is crucial for university authorities to establish and enhance supportive systems that create a positive work environment. This involves implementing mentorship programs, counseling services, and fostering open communication and mutual respect. Investing in training programs for managers to improve their leadership skills can further contribute to a supportive workplace culture.

Secondly, addressing workload concerns is essential. University authorities should implement effective workload management strategies by conducting assessments to identify workload issues, redistributing tasks evenly, and providing resources and support to manage workload demands. Promoting work-life balance initiatives such as flexible work arrangements can also help in creating a manageable workload for employees.

Lastly, university authorities should prioritize stress management programs to help employees cope with occupational stress effectively. These may include stress awareness workshops, relaxation techniques training, and resilience-building activities. Encouraging a culture of self-care and emphasizing the importance of mental and physical health can further support employees in reducing the negative impact of stress on their overall well-being. By focusing on these recommendations, they can create a more supportive and healthy work environment for their employees.

By prioritizing employee well-being, organizations can create a win-win situation that benefits both the employees and the organization as a whole.

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