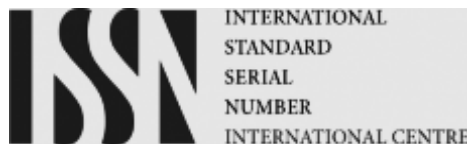




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Psychological Capital as a Predictor of Employees' well-being in selected broadcasting Organizations in Southwestern Nigeria.

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Abstract

The study assessed the extent to which psychological capital predicted the well-being of employees of selected broadcasting organizations in Southwestern Nigeria. It also examined the predictability of the individual constructs that make up psychological capital on the well-being employees of the selected organizations enjoy from their work and workplaces. Participants were 412 employees (males = 52.2%, HND/BSc = 65.3%, federal-owned = 43%) in the eleven selected broadcasting organizations participated in the study. Participants completed measures of psychological capital and well-being. Regression analyses indicated that psychological capital significantly predicted employees' well-being. The results of the study psychological capital ($F(4,406) = .549$; $P < .05$) significantly predicted employees' wellbeing. The study also found out that hope, resilience and optimism significantly independently predicted employees' well-being while self-efficacy did not significantly independently predict employees' well-being. The study suggests that the development of inner psychological resources referred to as psychological capital can help people work easier, smarter, better, and safer with little or no consequences for their health and well-being.

Keywords: psychological capital, well-being, employee, resources, broadcasting

Correspondence concerning this article should be addressed to Abiodun Adekunle Ogunola, Department of Psychology, Olabisi Onabanjo University, Ago-Iwoye, Nigeria, Phone: +2347032329181. Email: ogunola.abiodun@oouagoiwoye.edu.ng **ORCID ID:** Abiodun Adekunle Ogunola - <https://orcid.org/0000-0001-6120-2026>

Introduction

An organisation should seek to be in a healthy state in order to remain

productive as an entity and for individual employees who find themselves working for that organisation. If the employees are



in a good state of health and well-being, this will contribute to successful organisational performance. The downside of that is when time and effort are lost through sickness and other absence from work, or when employees are not getting from or giving their best to the organisation. A business's most valuable assets are the dedicated workers who devote themselves to delivering the work of the organisation. Healthy and fit workers are essential to ensuring a company remains efficient and profitable. Employers, management executives, and managers need to be aware of the benefits that can be achieved by having a healthy workforce to call upon that can deliver on the objectives of such organisation. In order for an employee to be successful and efficiently reach organisational goals as well as personal and career goals, the employee needs a sufficient sense of well-being.

Employees' Well-being

Employers would not doubt that good staff management practices ensure that their workforce delivers their aims but many forget that unless they help them manage their health, fitness, and well-being, many of their workers can and will fall ill. Employees value the aspects of their work that relate to health and well-being much in the same way as they do to financial rewards. People want to perform to the best of their ability. It is known that work is good for people. It

provides economic stability as well as being a valuable source of social interaction both for the individual and the community within which they work. Fit, healthy staff deliver profitable businesses the world over. However, planning effectively and taking action on employees' well-being are crucial, thereby creating higher performing workplaces. If that can be achieved it will be good for the individual employee, good for the enterprise and good for the country as a whole (Institute of Directors, 2006).

It is expected that with a sustainable well-being system, the individual is able to develop his/her potential, work productively and creatively, build strong and positive relationships with others and contribute to his/her community. It is enhanced when an individual is able to fulfill their personal and social goals and achieve a sense of purpose in the society. The wellbeing of an individual is very vital to an individual and those who are connected with him/her. Everyone who has ambitions and a balanced life orientation has to be concerned with the quality and quantity of wellbeing that he/she is able to experience at those places that he spends his everyday existence in.

Well-being is commonly used interchangeably with happiness. Although there are many formal



definitions and common usages of happiness, at least in the academic domain, well-being is becoming more generally recognized as a broader, more umbrella-like construct that encompasses one's feelings and perceptions of emotional well-being (positive and negative affect, life satisfaction, and happiness), psychological well-being (self-acceptance, personal growth, purpose in life, environmental mastery, autonomy and positive relations with others), social well-being (social acceptance, actualization, contribution, coherence and integration) (Diener, Suh, Lucas, & Smith, 1999; Keyes & Magyar-Moe, 2003), as well as physical and mental well-being (freedom from diagnosable physical and mental illnesses).

Well-being is important for individuals because it is a priority for people to feel cheerful and in good spirits, to feel calm and relaxed, to feel active and vigorous, to feel that their daily lives are filled with things that interest them, are able to live through life in all domains of their lives including work, education, social associations, in health, vitality, and mental alertness and not just the absence of sickness, ailments or diseases, or a feeling of being unwell. Well-being therefore is an important factor in a subjective experience in an individual's perception of contentment, satisfaction with the past, happiness and in the

present and optimism for the future (subjective here indicates that these feelings are not necessarily the same for everyone but are specific to individuals which are time and situation bound). Therefore well-being is often equated with the experience of pleasure and the absence of pain as opined by Tamir and Brett (2012). The less psychological pain an individual is experiencing the more he/she experiences well-being.

Psychological Capital

Psychological capital, as a collective construct, has been defined as "an individual's positive psychological state of development and is characterized by: (1) having confidence (Self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) having a positive attribution (Optimism) about succeeding now and in future; (3) persevering towards goals and when necessary redirecting paths to goals (Hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (Resilience) to attain success (Luthans, Youssef & Avolio, 2007).

According to Avey, Luthans and Mhatre (2008), even though other positive constructs such as wisdom, well-being, emotional intelligence, courage and even spirituality were considered as potential PsyCap, Efficacy, Optimism, Hope and Resilience have been attributed as most



suitable in meeting the defined PsyCap inclusion criteria of being state-like and displaying an impact on performance. The four constructs have been selected as most suitable to meet the Positive Organisational Behaviour (POB) inclusion criteria and has also hypothetically and empirically proven to encompass the core construct of psychological capital. In addition, Luthans *et al.* (2007) claim when combined, the POB state of Efficacy, Optimism, Hope and Resilience form the higher order construct factor for positive Psychological Capital.

Focusing on positive constructs such as PsyCap is likely to lead to strides in the study and understanding of well-being in the workplace. This is because similar to many positive constructs, well-being is not simply the polar opposite of ‘ill-being’, some other negative construct such as depression or burnout, or even some neutral or ‘average’ state. Average employees can produce average performance, which is no longer adequate in today’s hyper-competitive business environment. Organisations that emphasize the well-being of their employees as a strategic priority do so because they understand and appreciate that positivity can lead to categorically different processes and outcomes (Cameron & Caza, 2004). A positive approach can lead to extraordinary results, not ‘average’ or even ‘above

average’ performance. In this type of organisational environment, PsyCap can present a unique approach to leveraging employee positivity and well-being toward that exceptional level of performance. Unlike the narrower focus of the more problem-oriented psychological and organisational research, positivity also emphasizes a broader, whole-person perspective, which is particularly relevant to well-being.

Although employers now widely acknowledge the importance of and return on investment in their employees’ well-being, there is far less agreement on the credibility and validity of the interventions that claim to boost well-being (Cascio & Boudreau, 2011). The clearly demonstrated impact that PsyCap has on desired outcomes is well-positioned to address this gap. For example, findings in some studies supported significant relationships between employees’ PsyCap and a wide range of work-related outcomes, including both general well-being and job satisfaction, as well as numerous tangible performance outcomes (Avey, Reichard, Luthans & Mhatre, 2011).

Statement of the Problem

Changes in well-being at work can be best understood by considering the continually evolving nature of work in response to national and global changes.



The well-being of employees at work is not merely about managing a physical and cultural environment with the limited aim of not causing harm to employees. It requires organizations to actively assist people to maximize their all-round well-being. Research already supports a positive relationship between PsyCap and well-being (Avey et al, 2011; Luthans et al., 2013; Roche, Haar & Luthans, 2014). Youssef-Morgan & Luthans (2015) in their study opined that well-being is gaining increased attention in the workplace, and expenditures on well-being initiatives reflect this added emphasis.

Psychological capital as a concept is relatively new in Nigerian organisational behaviour literature. It follows that the study of malleable, state-like resources such as the PsyCap, which is also open to development through intervention, have the great opportunity for enhancing employees' well-being. The study thus looks at Psycap as consisting of those positive elements that contribute to their overall well-being such that in a stressful working environment, there is the possibility that an optimistic, efficacious, hopeful, and resilient person is likely to possess sufficient resources to prevent themselves from being overwhelmed at work and through this, they are likely to experience and enjoy overall well-being that is devoid of debilitating distress and ill-health.

This study set out to understand how the psychological capital of employees can predict the well-being they get from their work as work affects other parts of one's life with particular emphasis on those in the selected broadcasting organisations in Southwestern Nigeria. This study is therefore intended to shed light on the premise that employees have the necessary psychological resources to cope with the turbulent and ever changing environment within which they find themselves. The current study hopes to add to the limited number of studies conducted on psychological capital, and employee well-being in today's Nigerian contemporary workplace.

Research Questions

The study aimed to deepen the understanding of working conditions, psychological capital, and employee well-being in the workplace with the emphasis placed on broadcasting organisations in Southwestern Nigeria. In order to achieve this, the following questions are proposed.

- How will hope significantly predict employees' well-being in the selected organisations?
- How will resilience will significantly predict employees' well-being in the selected organisations?
- How will optimism significantly predict employees' well-being in the selected organisations?



- How will self-efficacy significantly predict employees' well-being in the selected organisations?
- Will psychological capital predict employees' well-being in the selected broadcasting organisations?

Research Hypothesis

To address these questions, the following hypothesis was postulated for testing:

Hypothesis 1: Psychological Capital (hope, efficacy, resilience and optimism) will significantly predict employee's well-being in selected broadcasting organisations.

Method

Participants and setting

Eleven broadcasting organisations in Southwestern Nigeria were selected based on their location in the state capitals. 412 participants were drawn from the following broadcasting organisations: Nigerian Television Authority (NTA) Ibadan Zonal Office, Federal Radio Corporation of Nigeria (FRCN) Ibadan Zonal Office, Broadcasting Corporation of Oyo State (BCOS) Ibadan, Osun State Broadcasting Corporation (OSBC) Osogbo, Ogun State Television (OGTV) Abeokuta, Daar Communications Lagos and Ibadan, Continental Broadcasting Services Limited (CBS) Lagos, Fresh FM Ibadan (105.9FM), Space FM Ibadan (90.1FM), Splash FM Ibadan (105.5FM), and Petals FM Ibadan (102.3FM).

Table 1: Socio-demographic Characteristics of Respondents

Demographic Variable	Category	Frequency	Percentage
Sample	Total Number	412	100
Gender	Male	215	52.2
	Female	197	47.8
Level of Education	Secondary	44	10.6
	OND	45	10.9
	HND/B.Sc	269	65.3
	Masters	48	11.7
	Ph.D	6	1.5
Department	Administration	31	7.5
	News/Current Affairs	155	37.6
	Programmes	105	25.5
	Marketing/Commercial	70	17.0



	Engineering/Technical	42	10.2
	Finance	9	2.2
Level in the organisation	Junior cadre	151	36.7
	Intermediate	182	44.2
	Senior cadre	79	19.2
Length of Service	0-5 years	220	53.4
	6-10 years	89	21.6
	11-15 years	51	12.4
	16-20 years	19	4.6
	21-25 years	21	5.1
	26-30 years	9	2.2
	31-35 years	3	0.7
Organisation Ownership	Privately-owned	104	25.2
	State-owned	131	31.8
	Federal-owned	177	43.0

The table showed that 215 (52.2%) were male, and 197 (47.8%) were females. While the study's respondents had a slightly higher percentage for males, it could be pointed out that the media industry in Nigeria had worked assiduously over the years to bridge the gender divide as more women have been given opportunities and employment in various sectors within the media in Nigeria.

It was also shown that 44 (10.6%) had secondary school education, 45 (10.9%) also had OND, while 269 (65.3%) had either HND or B.Sc, and 48 (11.7%) and 6 (1.5%) had Masters and Ph.D respectively. The largest proportion of the respondents had Higher National Diplomas or B.Sc Degrees. This is due to the fact that the nature of the industry

requires that most of the workers needed to possess basic graduate degrees to be able to function effectively. It is an industry that prides itself on how well it is able to communicate effectively and parsimoniously with the generality of the masses who subscribe to their services.

The table revealed that 31 (7.5%) work in the Administration Department, 155 (37.6%) were in the News and Current Affairs, 105 (25.5%) were in the Programming Department, while 70 (17.0%), 42 (10.2%), and 9 (2.2%) were in Marketing/Commercial, Engineering/Technical, and Finance Department respectively. The departments with the higher percentages were the News/Current Affairs and Programmes. These are the departments that mostly connect with the public. They are also the departments that are at the core of the



work in a media establishment. This is closely followed by those in Marketing who seek out adverts, promotions, and sponsorships for their programmes and events.

It also showed the work level of respondents that 151 (36.7%) were Junior workers, 182 (44.2%) were on the Middle/Intermediate level while 79 (19.2%) were on the Senior level. The junior and intermediate levels in the organisations had greater number of respondents and this suggests the constellation of young adults and middle aged adults who had just joined the work or who had not spent so many years on the job like those in the Senior category. In terms of the length of service the respondents had spent on the job, 220 (53.4%) were on 0-5 years, 89 (21.6%) had spent 6-10 years. 51 (12.4%) had spent 11-15 years while 19 (4.6%) had spent 16-20 years. 26-30 years had been spent by 9 respondents (2.2%) while 3 (0.7%) had spent 31-35 years in their respective jobs. The largest category of respondents in the study were those who have spent 0-5 years. Media employees are somewhat in a constant flux of movement because there is competition for the best hands, and so media workers can choose to go to an organisation they believe will pay them more, offer them more control of their time, or meet their expectations more than their current employers. They could also be shown the

exit door by their proprietors or boards for flimsy reasons, personal reasons, or no reasons at all. Finally, it was revealed that 104 (25.2%) of the respondents are from the privately-owned organisations, while 131 (31.8%) are from the state-owned organisations, and 177 (43.0%) are from the federal-owned organisations. This shows that government (both federal or state) is a higher employer of labour in the media industry.

Research Design

The study adopted a descriptive research design. Survey method was used mainly through questionnaire to collect the data needed to analyse the focus of the study. This design was used to obtain information from the participants about their well-being as workers within their respective organisations and how their psychological capital could predict their feelings and experiences of well-being. This thus allows for the variables under consideration in this study to be carefully observed and measured. The participants were given the freedom of expression and completion in terms of a certain number of days expected to complete the questionnaire as directed by the link persons in each of these organisations. For each organisation it took around three weeks to be able to fully gather the data from the participants.



Procedure

Convenience sampling was used to select participants for this study. The study made use of key contact persons within each of the selected organization who helped in distributing and retrieving the questionnaires from the participants. All participants joined on a voluntary basis, and were informed about the purpose of the study by the contact persons within these organisations, who are also employees of those selected organisations. The participants' anonymity were ensured as there are no indication of vital identification details on the questionnaires.

Measuring Instruments

The participants provided data relating to their socio-demographics which includes: their gender, level of education, department, level in the organization, length of service, and ownership of their organisations. They also completed the Psychological Capital Questionnaire (PCQ) and Work and Well-being Outcome Scale (WWO).

Psychological Capital

Psychological Capital (PsyCap) was measured with the PCQ- 24 which was developed by Luthans, Avolio, Avey, & Norman (2007). The PCQ-24 comprises four subscales with equal weight: (1) hope, (2) optimism, (3) self-efficacy and (4) resilience. Each of these subscales consisted of six items for each PsyCap

dimension with response options on a six-point Likert scale. Items 1-6 represent the self-efficacy/confidence construct, items 6-12 represent the hope construct, items 13-18 represent the resilience construct while items 19-24 represent the optimism construct. Items for this scale were coded as 1 = *strongly disagree* to 6 = *strongly agree* with a few reverse scoring items. Good internal consistency for the respective subscales of the PCQ (hope: 0.72, 0.75, 0.80, 0.76; optimism: 0.74, 0.69, 0.76, 0.79; self-efficacy: 0.75, 0.84, 0.85, 0.75; and resilience: 0.71, 0.71, 0.66, 0.72) on the four samples utilised in the Luthans, *et al* (2007) study were reported by the creators of the scale. For the Psychological Capital Questionnaire (PCQ), the general reliability of 0.84 was reported in this study.

Work and Well-being Outcome Scale

The instrument used for measuring employees' well-being is the Work and Well-being Outcome Scale published by Quality of Working Life Ltd of the Department of Psychology, University of Portsmouth (2008). A reliability range of 0.81 to 0.86 was reported for the scale after the component analysis by the authors of the scale. The questionnaire is structured in a 5-point Likert format which ranges from Strongly Disagree = 1 to Strongly Agree = 5. For the Work and Well-being Outcome Scale (WWO), the



Cronbach Alpha reliability of 0.82 was reported in the study.

Data Analysis

The study utilized Frequency distributions, percentage analysis for the description of participants' socio-demographic characteristics. The study used multiple linear regression analysis for the hypothesis testing, with psychological capital as the independent variable, with the four constructs of psychological capital also individually analysed to observe their prediction of employees' well-being. To ensure comprehensive understanding, the results were interpreted based on the established

literature, as well as a detailed explanation of the variables within the context of the study area in order to ensure that the discussions arrived at are properly established.

Results

The hypothesis states that *psychological capital (hope, efficacy, resilience and optimism) will significantly predict employee's well-being in selected broadcasting organisations*. The hypothesis was tested using Multiple Regression and the result was presented in Table 5.

Table 2: Summary table of regression showing the independent and joint prediction of the four constructs of psychological capital on employees' well-being

Variables	Beta (β)	T	P	R	R ²	Sig	P
Hope	.218	3.068	<.05				
Resilience	.136	2.071	<.05				
Optimism	.194	3.207	<.05	.549	.301	.012	>.05
Self-efficacy	.086	1.348	>.05				

The result presented in the table revealed that Hope (β =.218; t =3.068, p <.05) was a significant predictor of employees' well-being in the selected organisations. Resilience (β =.136; t =2.071, p <.05) also significantly predicted the well-being of employees in those organisations while Optimism (β =.194; t =3.207, p <.05) also significantly independently predict employees' well-being. The table

revealed that self-efficacy (β =.086; t =1.348, p >.05), did not significantly independently predict employees' well-being.

Furthermore, the table revealed that Psychological Capital predicted employee well-being ($F(4,406)$ =.549; p <.05). This then accounted for 30% variance in the dependent variable of



employees well-being ($R^2=.301$). Thus hypothesis which stated that psychological capital will significantly predict employees' well-being is accepted.

Discussion

The hypothesis which states that psychological capital will significantly predict employees' well-being in the selected broadcasting organisations was accepted. The research questions provided in the study are thus explained in terms of each construct of psychological capital and those constructs taken together holistically. The results of the study indicated that hope, resilience, and optimism significantly independently predicted employees' well-being while self-efficacy did not significantly independently predict employees' well-being. Taking these four constructs together as PsyCap predicted employees' well-being in the selected organisations. Answers are provided for each of the research questions here.

- ***How will hope significantly predict employees' well-being in the selected organisations?***

It is explained that as hope is both the existence of a wish to complete goals with the motivation and the ability to form a plan of action to achieve the objectives, hopeful employees have high levels of well-being, satisfaction and

feelings of satisfaction as a result of the work.

- ***How will resilience will significantly predict employees' well-being in the selected organisations?***

Resilience was found to be a significant predictor to well-being in this study as those employees who possess resilience have a high level of feelings of well-being. It shows that positive, happy people had better physical and health outcomes and behaviour and that they were more resilient in the face of hardships.

- ***How will optimism significantly predict employees' well-being in the selected organisations?***

Optimism was found to significantly predict employees' wellbeing. When people are optimistic, they possess the right attitude to life, and they are encouraged to see that better things lie ahead if they continue to press at their goals and work towards experiencing a better life and well-being. Furthermore, according to Chauhan (2013), optimistic employees have more wellness feelings in the forms of higher satisfaction and wellness in the work context. Employees with high optimism for the future view difficult task as a challenge to be mastered as opposed to a threat to be avoided.

- ***How will self-efficacy significantly predict employees' well-being in the selected organisations?***



While self-efficacy did not significantly independently predict employees' well-being in the current study, Avey, Luthans, Smith and Palmer (2010) opined that self-efficacy, which is the belief in one's ability to complete specific tasks, influences the tasks employees choose to learn and the goals they set for themselves. Self-efficacy offers employees' useful cognitive process and a willingness to take on challenges and apply effort in the pursuit of a successful result even though the person expects a positive return on that investment.

- ***Will psychological capital predict employees' well-being in the selected broadcasting organisations?***

The current economic climate in Nigeria is characterised by high uncertainty, with restructuring, redundancies and job redesigns all commonplace. This creates stress for both those directly impacted and also the 'surviving' employees who remain. The ability to recover from adversity and personal setbacks is imperative in dealing with the stresses of organisational change and an uncertain working environment. Individuals with high levels of resilience are more able to deal with stressors encountered in a fast paced and changing work environment, as they are open to new experiences, are flexible to changing demands, and show more emotional stability when faced with adversity. Those high in PsyCap are seen as adapting to the working environment

with more ease and thereby having fewer negative effects from job stress. Employees who are high in PsyCap will be more hopeful when faced with negative situations, more confident (efficacious) in their ability to cope, optimistic that the situation will get better whilst demonstrating resilience when faced with stressors.

The findings of the study reported that employees' positive psychological capital was positively and significantly associated with the well-being of employees in the workplace which can help employees with the understanding of wellness indicators such as job satisfaction, job security, organisational commitment, reduced levels of turnover intentions, and organizational citizenship behaviour. The development of PsyCap as a state-like resource for Nigerians thus means that it can be fostered to improve the well-being of individuals at work and provide them with the abilities for adaptation with changing circumstances and realities.

Evidence from a study by Luthans, Avey, Avolio and Peterson (2010) showed that self-efficacy, hope, resilience, and optimism combined in a gestalt fashion to make up PsyCap, which "can be expected to lead to higher performance based on their reinforcing greater extra effort from individuals, promoting the generation of multiple solutions to problems, positive



expectations about results leading to higher levels of motivation, and positive responses to setbacks”.

Taken as such, this evidence strongly supports the contention that PsyCap is a distinct higher-order construct that reliably predicts job attitudes and behaviours at least as well, if not better than, similar trait-like constructs. Research suggests that higher-order PsyCap, the combined factors of the four separate capacities, is a better predictor of performance, satisfaction and absenteeism than the individual component capacities (Youssef & Luthans, 2010). In other words, these four capabilities add up to more than the sum of its parts and taken together as PsyCap have being established as a predictor of employees’ well-being (cf Avey et al, 2011, Roche et al, 2014, Youssef-Morgan & Luthans, 2015).

These findings are corroborated by Rahimnia, Mazidi, and Mohammadzadeh (2013), who found out in their study on nurses that nurses’ high psychological capital increases their constructive emotions, reduces destructive emotions and eventually increase their well-being. They reported that nurses’ working conditions have revealed growing need to pay attention to their emotional and psychological capabilities. They were of the opinion that nurses should emotionally engage with their work and

fairly personal characteristics such as self-efficacy and optimism are linked to work engagement.

Avey et al (2011) supported this by opining that individuals higher in PsyCap are likely to be energized and put forth effort that is manifested in higher performance over extended periods of time. This is because those higher in efficacy apply effort toward goals they personally believe they are capable of achieving. Further, they have willpower and generate multiple solutions to problems (hope), make internal attributions and have positive expectations about results (optimism), and respond positively and persevere in the face of adversity and setbacks (resilience). Overall, PsyCap should facilitate the motivation for intentional, agentic behaviour toward successfully accomplishing goals and tasks leading to better performance than those lower in PsyCap.

Recommendations

It is recommended that human resource development strategies aimed at enhancing employees’ psychological capital be developed. They include among other the need for legislation on maximum, as well as minimum working hours, good role models at the workplace, flexible working hours and arrangements, sound recruitment and training opportunities and company/



organisational health maintenance work policies. Because psychological capital is a state-like construct and open to development, PsyCap can be facilitated by means of training sessions. The development of organisational interventions may increase employees' personal resources which will, in turn, increase their PsyCap levels and facilitate increased employee well-being, work engagement and organisational commitment. By focusing on improving

an employee's level of PsyCap, how employees conceptualise their well-being and happiness at work as well as the benefits of happy employees to the organisation, the information discussed in this research can provide organisations with a better understanding of employees and suggest to organisations to consider finding means to enhance happiness in the workplace.

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