

Workplace Happiness and Psychological Climates as Predictors of Organizational Commitment among Healthcare Workers in Ibadan Metropolis, Oyo State, Nigeria

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Certification

This is to certify that Rauf Olatokunbo SALAKO, with matriculation number LCU/PG/001594 carried out this research work titled “**Workplace Happiness and Psychological Climate as Predictors of Organisational Commitment among Healthcare Workers in Ibadan Metropolis, Oyo State, Nigeria** ” in the Department of Psychology, Faculty of Social and Management Sciences, Lead City University, Ibadan, Oyo State, for the award of Doctor of Philosophy Degree (PhD) in Psychology and that this has not been previously submitted.

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(Head of the Department)

Dedication

This thesis is dedicated to my uncle, Professor Babatunde Salako, who believed in me that I have the potential to pursue this degree, encouraged me, gave me all the needed support to thrive, and my amazing and lovely wife, Dr. Olaide Kareem, who showed unmatched understanding and love towards this academic journey.

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Rauf Olatokunbo SALAKO

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Abstract

The Nigerian healthcare system has faced significant challenges in recent times with the declining number of healthcare workers due to the escalating massive brain drain of skilled healthcare professionals seeking opportunities abroad. This has resulted in loss of expertise and hindered capacity to effectively address healthcare needs of people. This study investigated some of the factors that might influence organizational commitment among healthcare workers. An ex-post facto research design was adopted for this study, and multi-stage sampling was used to select participants for the study, comprising doctors, nurses, pharmacists, technologists and administrators of government-owned hospitals in Ibadan, Nigeria. A structured questionnaire was used for data collection. Workplace happiness was measured with the modified Short Happiness at Work scale, psychological climate was measured with the Psychological Climate scale and organizational commitment was measured with the Organizational Commitment scale. The study was informed by organizational commitment theory, social exchange theory and self-determinant theory. Three hundred and ninety-seven respondents participated in the study, comprising 55.2% female, and 44.3% male. The mean age of respondents was 42 years. Findings revealed that workplace happiness significantly influenced affective commitment ($t(395) = -2.993, p < 0.01$) and normative commitment ($t(395) = -2.603, p < 0.01$). However, workplace happiness did not influence continuance commitment and overall organizational commitment. Psychological climate significantly influenced overall organizational commitment ($t(395) = -3.365, p < .01$), affective commitment ($t(395) = -7.926, p < 0.01$), continuance commitment ($t(395) = -6.503, p < 0.01$) and normative commitment ($t(395) = -8.781, p < .01$) and There were no gender differences in organisational commitment among healthcare workers. Findings also revealed a significant joint influence of workplace happiness and psychological climate on organisational commitment among healthcare workers, $\Delta R^2 = .013, F(4,392) 3.946, p < .01$. Interestingly, the study found a variation in organisational commitment among different professions of health workers. Technicians and administrators reported higher commitment than doctors ($-8.34, p < .01$; $-10.78, p < .01$). Similarly, administrators reported higher commitment than pharmacist and nurses ($8.06, p < .01$) and ($-12.22, p < .01$). It was concluded that workplace happiness and psychological climate influence organisational commitment. It is therefore recommended that organisations should prioritize initiatives that enhance workplace happiness and foster a positive psychological climate to improve organisational commitment among healthcare workers. Management of health institutions should endeavour to create more desirable work conditions and work environments that are more conducive to their workers.

Key Words: Organisational Commitment, Psychological Climate, Workplace Happiness, Healthcare Workers

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