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EMPLOYEES WELLBEING AND ORGANIZATIONAL PERFORMANCE IN PUBLIC HOSPITALS IN RIVERS STATE

By

Nwineewii, Brownson Legbara and Prof. B.C Onuoha
Doctoral Student, Department of Management and Professor of Management,
Department of Management, University of Port Harcourt, P.M.B. 5232 Choba, Port Harcourt, Nigeria.
ndanueeba@gmail.com, benedict.onuoha@uniport.edu.ng

ABSTRACT

This study examined the impact of hand good on organizational performance in public hospitals in Rivers State. Cross sectional exploration design was espoused in studying two (2) public hospitals in Rivers State (i.e University of Port Harcourt Teaching Hospital and Braithwaite Memorial Hospital). From the field check, we recaptured and anatomized two hundred and fifty- nine (259) sets of questionnaire using Spearman's Rank order correlation measure to determine the association between the variables as well as retrogression logical tool in determining the unproductive connections being among the variables. The findings revealed that the confines hand good videlicet; cerebral good, physical good and social good displayed significant relationship with organizational performance measures, videlicet; organizational commitment and hand intention to quit the job. We also concluded that the hand good affected organizational performance within the association. This led to our recommendation for public health institutions and other corporation on how essential it's for organizational leaders and directors to adequately produce enabling working terrain for healthier geste within the association so as to help bad practices that would in turn affect in unfavourable issues similar as hand development for the association.

Keywords: Employee Wellbeing, Psychological wellbeing, Physical Wellbeing, Social Wellbeing, Organizational Performance and Employee Intention to Quit

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1. Introduction

The good of workers is a good in itself. But an important question constantly arises as to whether there are any objective benefits to making the private good of workers a precedence. Easily, enforcing programs that promote worker good can be resource- ferocious. And in times of limited budgets and contending precedences, the issue frequently boils down to the question is it worth it? Eventually, businesses and policy- makers likewise want to know are there any objective returns to – or, more generally, is there a compelling business case for – spending scarce coffers to insure and enhance good in the plant?

The competitiveness of business terrain is influence for every assiduity. To gain sustainable development within this competitive terrain, associations need to have nonstop advancements in performance. Organizations can enhance its product and service quality and features; reduce the cost of product etc. To achieve this high position of performance are necessary for this purpose every association should strengthen its mortal resource operation function. Mortal resource operation is considered as a crucial result to elevate organizational performance through association capability (Katou, 2010; Chang and Huang 2005). These mortal coffers serve focuses on problems and issues arise in organizational perspective environment and in the meantime it support the business conditioning as well (Liao, 2005). Many authors recommended that the association of planned HR practices with business strategy enable association to achieve its asked performance position and competitive advantage (Wright and McMahan, 1992; Chang and Huang, 2005; Chan and Mak, 2012; Altarawneh and Aldehayyat, 2011). The principles and ways designed by the HR function influence how the entire association is managed (Marchington and Wilkinson, 2005). Consequently HRM can be defined as high performance work system (Appelbaum et al., 2000), ― high commitment (Guest, 2001) or ― high involvement (Wood, 1999). Presently, there have been calls to emphasize more on hand- centered issues and not only on the goods of Human coffers Management on organizational performance (Boxall and Macky 2009;) In addition to that, HR is system of operation that brings out workers commitment and involvement to achieve organizational anticipation (Guest, 2001).

There's a long history of interest in how to enhance organizational performance through perfecting the operation of work and people, including similar well- known developments as scientific operation, the mortal relations movement, socio-specialized work systems, artificial republic, and job enrichment (Boxall and Purcell 2011; Karasek and Theorell 1990; Watson 1986).

However, profitable performance may incorporate short or long run fiscal issues and organizational performance can extend to wider sundries of social legality or commercial social responsibility (Boxall and Purcell 2011; Edwards and Wright 2001 Paauwe 2004). Bakke (2005) further emphasized that good can be linked to promote a work that makes work instigative, satisfying, stimulating, pleasurable and proposes that joy-filled workplaces ameliorate fiscal performance. This argument was unborn developed by Currie (2001) as ― For associations to be suitable to remain sustainable it's ineluctable that promoting the good of its workers is necessary to enhance performance, and thereby survival and farther development of the association (Currie, 2001).

Employee wellbeing is decreasingly gaining a focus of governments and private associations' attention in Europe and numerous advanced countries. Hand good is a vital factor for organizational success. Because of this reason numerous companies and researches seriously analysis about the conception of hand good. Developed countries similar as USA, UK, Japan, Denmak, and Sweden largely concentrate on the hand good in the organizational demesne

while achieving their advanced profitable pretensions. Still, developing countries similar as Sri Lanka and other Asian countries haven't paid important attention, reading this conception and appear to lag before developed countries in the world. There will be no concession of an existent's good in anything we do." Indeed governments have come involved in hand well-being harmonious with these trends, exploration shows that hand well- being is an important concern for associations. expansive substantiation indicates that hand well- being has a significant impact on the hand performance and survival of associations by affecting costs related to illness and health care(Danna & Griffin, 1999), absenteeism, development, and optional trouble (Spector, 1997), Himalayan area of Bhutan has maintained a public happiness indicator since 1972, which has begun to attract the attention of the world and the global media (Revkin, 2005). It's viewed as a licit target of government policy in its own right, but there are also reasons to suppose that advancements in workers' good may be conducive to profitable growth.

The conception of employee wellbeing at work promotes advantages to associations of having a healthy pool (Cooper and Robertson, 2001). Thus, the dynamics of hand good at work is vital in the understanding of the different disciplines that affect the quality of life at work. In recent times inquiries have been accepted by economists, sociologists and psychologists into understanding people's sense of good or torture so as to know its effect on the overall performance of associations (Kersley et al., 2006; Peccei, 2004; Warr, 2002). The better running of hand good may give numerous advantages to a company to achieve anticipated performance situations. In other hand, give long- term advantage to achieve commercial pretensions.

Though multitudinous studies have been conducted to probe the link between organizational performance and hand work- related variables, inconsistent findings have been reported. Despite the forenamed empirical studies on the part of organizational factors in prognosticating hand development at work, literatures indicate that lower attention has been paid to the influence of hand good and organizational performance in the Nigerian health sector. Hence, there's a need to probe the relationship between hand good and the non-financial aspect of organizational performance. The purpose of this study was to examine the relationship between hand good and organizational performance among workers of Nigerian public hospitals.

Statement of the Problem

Wellbeing refers to the degree to which an individual judges the overall quality of his or her life; it's also concerned with an existent's judgment regarding enduring mood(happiness) as well as evaluation of the tone (satisfaction with one's physical and internal health and functioning) and its relation to the material and psychosocial terrain(life satisfaction or work satisfaction). In other words, good can be erected on happiness by using our own cerebral strengths that encompasses pursuit of meaningful and experimental pretensions. At the same time, the difference between sphere-specific good may also come imperative by the process labeled 'spillover' which is defined as the carry over goods of experience from one sphere of life to another. For case, poor good at work was shown to have negative impact on good at home. Again, connubial dissatisfaction and family problems may be negatively affiliated with job satisfaction (Clark, 2001 and Knesebeck et al., 2004).

Researchers are inescapably needed for estimating the degree of wellbeing of an individual and substituting that degree of good in associations for high productivity and effectiveness, as it has been hypothecated that happy workers are more productive, effective and married to their associations. Similar inquiries are obligatory with the standpoint that an existent's

favorable evaluation of good across the disciplines of life can be surely enforced at plant. The continued positive experience of a person's tone, enables the person to maintain positive relations with others at plant, which induces positive feedback from others for well-fulfilled tasks, while pressing an existent's purpose in life and accordingly leading to particular growth through provocation, underpinning and prices.

Aim and Objectives of the Study

The main purpose of this research is to examine the impact of employees' wellbeing on organizational performance in public hospitals in Rivers State.

Based on the purpose of the study, the specific research objectives are derived:

i. To ascertain if psychological wellbeing affects employee intention to quit in public hospitals in Rivers State.
ii. To determine if physical wellbeing affects organizational commitment in public hospitals in Rivers State.
iii. To find out if social wellbeing influences intention to quit among employees in public hospitals in Rivers State.
iv. To investigate if psychological wellbeing affects organizational commitment in public hospitals in Rivers State.
v. To determine if physical wellbeing affects employee intention to quit in public hospitals in Rivers State.
vi. To find out if social wellbeing influences organizational commitment in public hospitals in Rivers State.

Research Questions

The following research questions emanate from the stated objectives;

i. What is the effect of psychological wellbeing on employee intention to quit in public hospitals in Rivers State?
ii. What is the effect of physical wellbeing on organizational commitment in public hospitals in Rivers State?
iii. What is the effect of social wellbeing on intention to quit among employees in public hospitals in Rivers State?
iv. What is the effect of psychological wellbeing on organizational commitment in public hospitals in Rivers State?
v. What is effect of physical wellbeing on employee intention to quit in public hospitals in Rivers State?
vi. What is the effect of social wellbeing on organizational commitment in public hospitals in Rivers State?

Statement of Hypotheses

The following hypotheses are stated in the alternate form;

H_1: There is a significant relationship between psychological wellbeing and employee intention to quit in public hospitals in Rivers State.

H_2: There is a significant relationship between physical wellbeing and organizational commitment in public hospitals in Rivers State.

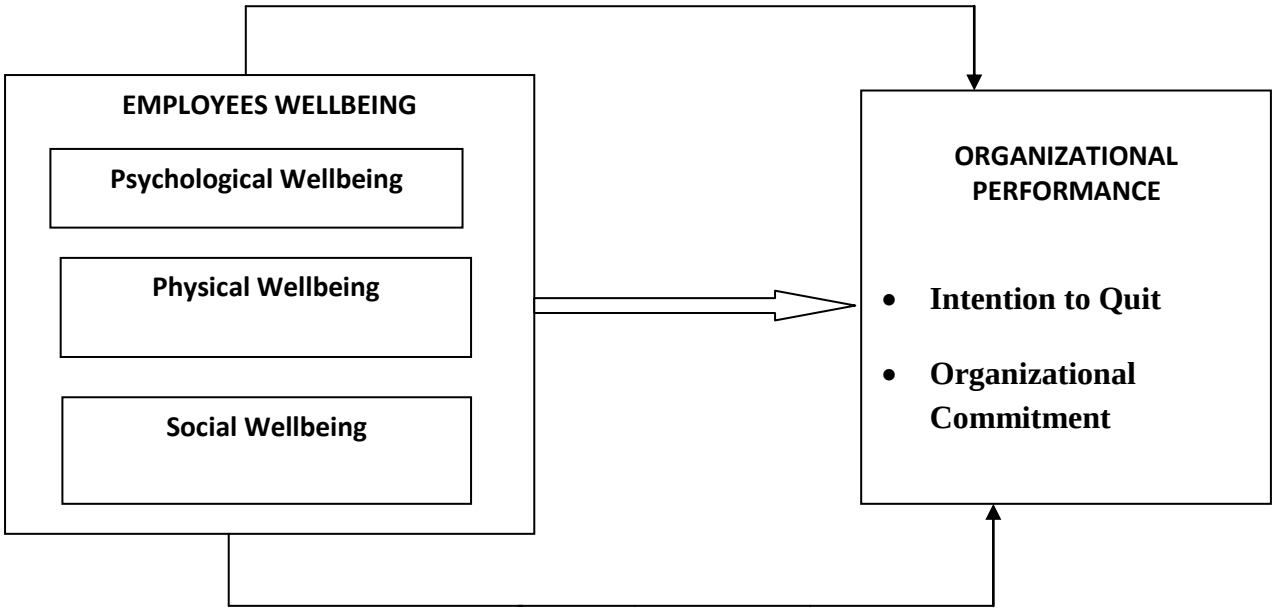
H_3: There is a significant relationship between social wellbeing and employee intention to quit in public hospitals in Rivers State.

H_4: There is a significant relationship between psychological wellbeing and organizational commitment in public hospitals in Rivers State.

H_5: There is a significant relationship between physical wellbeing and employee intention to quit in public hospitals in Rivers State.

H_6: There is a significant relationship between social wellbeing and organizational commitment in public hospitals in Rivers State.

Figure 1: Conceptual Framework



A Hypothesized Model of the Relationship between Employees Wellbeing and Organizational Performance.
Source: Employees Wellbeing model developed by Krishantha, 2018 and Organizational Performance model.

2. Review of Literature

2.1 Employee Wellbeing

Moment utmost of the associations are largely concerned regarding the hand good. So hand good is the hottest content in the association now a day. According to the Lyubomirs, 2001, there's no clear description for hand good but everyone can understand the meaning of this term. Fisher (2003) realized that utmost of the association possessors and directors realized that satisfied and healthy workers contribute the organizational productivity than others. This reflects that hand good has considerable impact on performance and abidance of associations in different ways. In then many authors describe that hand good cause to high job performance, organizational citizenship geste, and flexible trouble and reduce hand development and absenteeism (Judge et al., 2001 Wright & Cropanzano, 2000). According to the Judge & Watanabe, (1993), the directorial practices of the associations are largely influence for the hand good. Warr (2002) argued that cognitive factors that affect the quality of life are likely to be linked to people‘s perception of their own position of good. Thus effective good (cerebral) emphasizes the centrality of passions about life. Nonetheless, Currie (2001) views hand good at work as the physical and internal health of the pool. That is, workers should be working in a stress-free and physically safe terrain.

Healthy organizations are critical for survival in this competitive global business terrain. Essential factors leading to organizational and particular good involve open communication, platoon working and co-operation, inflexibility, support, and a balance between work and particular life (Kraybill, 2003). This view is corroborated by (Schuster, 1998) who purports

that a significant relationship exists between attention to workers and superior organizational performance. Introducing good at work into business and public sector associations is likely to introduce a change in the organizational climate that makes room for innovative practices that can produce positive organizational issues.

However, we define wellbeing more astronomically as the overall quality of an hand's experience and performing at work(Warr, 1987). Hand good encompasses physical, emotional and fiscal strength of workers and isn't limited to health operation but rather a combination of physical, emotional and fiscal strength. In the words of the Croakerand pen Atul Gawande, ― It's about the reasons one wishes to believe. The confines of well- being are inter-related, and by working issues for the whole rather than a part, employers can maximize performance and make their associations great places to work. A single judgment description of hand good would be, the active state of pursuing good health and life chops with the end of achieving sound physical and emotional health as well as fiscal security. It ‘s the confidence that a person possesses and the capability, tools, and support to sustain individual good health and productivity.

Numerous authors have linked a direct link between employee wellbeing and organizational performance. Piecemeal from that the hand good can be achieved through mortal coffers operation practices. Presently and gradationally, good is of great significance in our lives. For individualities to maintain good rates of provocation and physical and internal health, it's necessary that they feel good about themselves, their lives, and the events that do in them (Imaginário, Vieira & Jesus, 2013). Individualities are always in a nonstop hunt for carrying and maintaining coffers(similar as energy, time, conditions, and particular characteristics) to insure their good (Hobfoll, 2002). Still, as noted over, the time, energy, and attention coffers of an existent are finite, and a lesser commitment to one part inescapably implies that lower fidelity is given to the other, adding work family commitment and accordingly dwindling the good of the existent.

The conception of employee wellbeing illustrated that the company is available with a healthy pool (Cooper and Robertson, 2001). Thus the point of hand wellbeing describe about the different disciplines that impact for the quality of life of hand. Because of this reason large number of experimenters tries to find out the people‘s sense of good or torture(Kersley et al., 2006; Peccei, 2004; Warr, 2002). The cognitive factors are largely told for the quality of life and the people ‘s perception regarding their quality of life emphasis their own position of good Warr (2002). So the good is completely link with feeling about life. The hand good in the plant distributed into two conception, physical health of pool and internal health of pool (Currie, 2001). The stress free and physical safe terrain can induce physical and essence wholesomeness pool to the company. Bakke (2005) explain this view and describe that good can induce pleasurable, satisfying, stimulating, instigative and joy filled plant.

Healthcare experimenters use the term health to describe" A state of complete physical, internal and social well- being and not simply the absence of complaint or infirmity"(World Health Organization, 1946). also, proponents have suggested that good consists of a person's cerebral, physical, and social functioning(Nussbaum, 2001 Sen, 1993). The cerebral confines include agency, satisfaction, tone- respect, and capabilities. The physical confines include aliment, sanctum, health care, apparel, and mobility. The social confines include sharing in the community, being accepted in public, and helping others. Likewise, psychologists and sociologists frequently define good in terms of these same three confines. In fact, psychologists have developed a offer for a public well- being indicator that includes

cerebral, physical, and social parameters in order to capture a person's well- being in its wholeness (Diener & Seligman, 2004), and sociologists have offered analogous conceptualizations (Allardt, 1993).

Dimensions of Employee Wellbeing

Three dimensions could be used to evaluate employee well-being. The psychological definition of wellbeing emphasizes subjective experience and functioning, whereas the physical definition emphasizes physical health and functioning and the social definition emphasizes relationship experience and functioning.

1. *Psychological Wellbeing*: Employee happiness is hitching with the cerebral good of the workers. Psychologists and other social scientists have spent numerous times to the study of cerebral good, which focuses on the private gests of mortal being. Psychologists linked two factors of cerebral good hedonic and eudemonic(Ryan & Deci, 2001). The hedonic element is concerned with private gests of pleasure, or the balance of positive and negative studies and passions in individualities' judgments. In associations, exploration with regard to the job satisfaction represents the hedonic approach to understanding cerebral good. Job satisfaction is defined in terms of workers' private judgments about their employment situations (Locke, 1976; Weiss, 2002). still, some scholars have argued that job satisfaction is a unresistant state, describing satisfied workers as" gratified cows" (Koprowski, 1981,p. 459) and argued that," a high position of job satisfaction presumably is near to a state of bovine pleasure than a state of happiness" (Ledford, 1999,p. 30). According to that utmost of the associations largely considered about the hand satisfaction ahead suppose about the hand good.

The eudemonic factors completely concentrate on the fulfillment and consummation of mortal capabilities meaning is defined in terms of workers' passions of fulfillment and purpose in their sweats (Wrzesniewski et al, 2003).

2. *Physical Wellbeing:* Healthcare experimenters use the term health to describe" A state of complete physical, internal and social good and not simply the absence of complaint or infirmity"(World Health Organization, 1946). Also, proponents have suggested that good consists of a person's cerebral, physical, and social functioning(Nussbaum, 2001 Sen, 1993). Physical good has been considerably studied in the social and natural lores in terms of both objective physiological measures and private gests of fleshly health(Testa & Simonson, 1996). Organizational experimenters study the link between work and hand physical health in at least three ways. First, work is a implicit source of injury or complaint (Danna & Griffin, 1999). Second, work can be a source of stress (Karasek & Theorell, 1990). Third, work is a source of benefits that allow, directly and laterally, for the purchase of healthcare services in geographical areas that don't else give universal healthcare(Adler et al., 1993).

Heavy workload, stress, work intensification is common issues related to the job terrain. These factors are largely impacting for the hand health. Then what's appertained to as health is occupational health, stressors and stress (Spector and Jex 1998). The health of existent is both objective cerebral measures and private gests of fleshly health (Testa & Simonson, 1996). Fisher (2003) realized that utmost of the association possessors and directors realized that satisfied and healthy workers contribute the organizational productivity than others.

3. *Social Wellbeing:* Relationship is substantially talk about the communication aspect of the individualities and the connection between workers and employers of the association(Grant 2007). According to the explanation of Adler & Kwon (2002) the social good

correspond with many terms similar as conviction, social support, reciprocity, leader-member exchange, collaboration, adjustment, and objectification. Social good refers to the quality of one's connections with other people and communities(Keyes, 1998). Whereas cerebral good and physical good are parcels of the individual hand, social good focuses on the relations that do between workers (Brad Bury & Lichtenstein, 2000). Organizational request study social good in terms of trust, social support, reciprocity, leader- member exchange, cooperation, collaboration, and integration (Adler & Kwon, 2002; Gerstner & Day, 1997; Kramer, 1999).

Van Veldhoven (2005) and Vanhala and Tuomi (2006) set up that the maturity of connections between mortal coffers practices, strain and organizational performance were non-significant. Only De Joy et al. (2010) established a positive relationship between a healthy plant intervention and reduced stress, while no effect on organizational performance was the connectivity of relationship with hand good can be named as social good.

2.2 Theoretical Framework

The study adopted the social exchange theory and self-determination theory based on their application to the health sector.

2.3.1 Social Exchange Theory (SET)

Social exchange proposition (SET) assumes that stimulant conditioning accepted between an association and its workers induce the organizational commitment (Aldhuwaihi, 2013). predicated on the supposition of SET, the workers with the anticipation that association give the better working terrain and culture, he she join an association and use their chops and knowledge to achieve their pretensions. Hence, favorable exchange relationship between workers and an association are redounded in increased organizational commitment.

Grounded on the SET, a unproductive model is formulated which presuppositions the exchange relationship between hand good and organizational performance. The SET deals with three principles (i) rationality (ii) reciprocity and (iii) particularity principle to explain the connections between hand and employer (Foa & Foa, 2012; Cheung, 2000; Blau, 1994). The first rationality principle reasons that workers will have association with that association which can give desirable prices and satisfy its workers ' needs and wants. The alternate reciprocity principle theorize that social relationship is always complementary between hand and employer. The third particularity principle presuppositions that only reciprocity type can endure an exchange relationship between the workers and an association (Foa & Foa, 2012; Cheung, 2000; Blau, 1994).

For the workers, well-being would be strategic focus organizational fair conditioning that increase hand's commitment towards their employer. While, in exchange of this, the hand's commitment may be a desirable feeling of workers to continue their fidelity with the association and significantly affects organizational issues including performance (Pinho etal., 2014; Aldhuwaihi, 2013; Kidombo etal., 2012; Kidombo, 2007; Cheung, 2000).

Thus, the connections between employee well-being and organizational performance are inter-linked and portray coffers exchange connections (Foa & Foa, 2012). The reciprocity of these organizational constructs is likely to satisfy both workers and organizational requirements. In gist, the three principles of SET sustained the complementary connections between hand good and organizational performance.

2.2.2 Self-Determination Theory (SDT)

Tone Determination proposition (SDT) is a macro proposition of motivational position of individual and personality that discuses people's integral growth tendencies and essential cerebral requirements. Proposition concerned with the provocation effecting to the process of selections people make minimal or zero external influence and hindrance. SDT focuses on the degree to which an individual‘s geste is tone- motivated and tone- determined. This proposition (SDT) involves a set of associate propositions that explain mortal geste by explaining different types of provocation that an existent may involve in for a task or set of conditioning (Deci and Ryan, 1985). Also SDT (Deci and Ryan, 1985) predicts that workers' comprehensions of their elders autonomy support will read satisfaction of their natural requirements for capability, autonomy, and relatedness, and in turn will prognosticate work performance and inflexibility of work(Baard et al., 2004).

Likewise colorful propositions of cerebral good have shown an association with rudiments of tone- determination proposition (i.e. autonomy, environmental mastery, positive relations with others, particular growth, purpose in life, tone- acceptance) (Ryff, 2004). Research linked that satisfaction of all cerebral (Autonomy, Environmental and Relatedness) requirements are associated with advanced position of good across age, artistic confines(Hahn and Oishi, 2006), and across the lifetime(Kasser and Ryan, 1999). Several studies, across different life disciplines, have handed support substantiation for this claim(e.g.,(Deci and Ryan, 2008). Deci et al. (2001) assessed satisfaction of the three requirements at work and set up direct positive relationship between the degree of need satisfaction, and both work engagement and good on the job. Kasser and Ryan (1999) set up that satisfaction of autonomy and relatedness needs in residers of a nursing home were appreciatively related to their good and perceived health.

Substantiation has been set up for correlations between need satisfaction of the three requirements and workers ‘ general (Deci and Ryan, 2000, Baard et al., 2004), and work-related good(i.e., job satisfaction, work engagement, and lower collapse), favorable stations (i.e., dropped development intentions, increased readiness to change), advanced performance (Van den Broeck et al., 2010), and optimal functioning(Gagne & Deci, 2005). Satisfaction of introductory requirements has been set up to prognosticate cerebral health, indeed after controlling for workers‘ payment and organizational status (Ilardi et al., 1993). Workers‘ reports of satisfaction of their introductory requirements in the plant relate appreciatively to tone- regard, general health, and vitality, and equally to anxiety(Baard et al., 2004). More specifically, autonomy- probative leadership style has a positive impact on workers ‘ good and performance (Baard et al., 2004, Van den Broeck et al., 2008, Deci et al., 1989, Breaugh, 1985). Studies have set up that directors ‘ autonomy support led to lesser satisfaction of the requirements for capability, relatedness, and autonomy and, in turn, to further job satisfaction, advanced performance evaluations, lesser continuity, lesser acceptance of and provocation for organizational change, and better cerebral adaptation (Baard et al., 2004, Deci et al., 2001, Gagne et al., 2000, Ilardi et al., 1993, Kasser et al., 1992).

In addition to relating to workers ‘ optimal functioning, introductory need satisfaction is also useful in understanding the impact of administrators ‘ leadership styles (Deci et al., 2001) and job characteristics (Van den Broeck et al., 2008), and their impact on workers ‘ well-being and performance.

2.3 Employee Wellbeing and Organizational Performance

World health association recognizes the significance of cerebral good, where health is complete state of physical, internal and social good; it isn't simply the absence of the

complaint. The individualities with ill health drop quality of life, lower productivity, social problems and beget vulnerability. Individualities with ill health are less likely to meet their targets and don't bear well with others including family, master and associates. Thus sound health of the workers is veritably necessary to perform well.

There's direct link between health factors and the health care costs. Health has influence on the work geste, on the absenteeism and on the work productivity. Health has goods on the hand medical costs and work performance, and also psychologically. OP can beget advancement or cerebral pullout of individualities. Workers may be physically present at the plant but their minds are away. Still, empirical studies give only borderline support for this idea (e.g., Bozeman et al., 1996). From the correlational meta- analysis, we're unfit to make any strong unproductive claim about the relationship between hand good and establishment performance. To make similar claims, we need longitudinal data – repeated compliances of hand good and establishment performance over time – and some kind of randomized experimental intervention or policy change as a source of exogenous variation (which affects hand good without directly affecting firm performance), to reduce enterprises about neglected variables that may be contemporaneously driving hand good and establishment performance.

One original piece of longitudinal substantiation comes from Harter et al. (2010) who studied the relationship between hand engagement and fiscal performance by exploiting temporal variation in the Gallup customer database. The authors set up that hand engagement and profitability are reciprocally related (i.e. they impact each other over time). still, hand engagement at time t is a stronger predictor of profitability at time t 1 than vice versa, whereby (short- term) issues similar as client fidelity and staff development are important intercessors of this relationship. Although establishing this temporal- causal(also appertained to as Granger-unproductive) relationship between hand engagement and fiscal performance doesn't break issues of neglected or" third" variables, it's yet another piece of substantiation for a unproductive effect of hand good on firm performance.

Bloom et al. (2015) conducted an trial on flexible work practices at a NASDAQ- listed Chinese trip agency with further than 16,000 workers, in which call centre agents(who donated to share in the trial) were aimlessly assigned to either working from home(the treatment group) or working in the office(the business- as-usual control group) for a period of nine months. The authors set up that, at the end of the trial, call centre agents who were working from home endured smaller negative and more positive feelings, lower prostration, and reported a advanced overall life satisfaction compared to call centre agents who were working in the office.

Importantly, working from home also led to a 13 increase in performance, of which 9 was due to working more twinkles per shift (attributed to smaller breaks and sick days) and 4 due to taking further calls per nanosecond(attributed to a quieter working terrain); staff development halved. After the success of the trial (the company estimated to save about USD 2,000 annually per call centre agent working from home), the scheme was rolled out for the entire pool (including giving workers who shared in the trial the occasion to change their working position again). This change nearly doubled performance earnings, to 22, stressing the significance of selection and literacy of workers about their own working preferences and styles.

Two other studies on flexible work practices stand out. Moen et al. (2011) examined the unproductive effect of switching from standard to more flexible, results- acquainted working

time at Best Buy, a large US retailer. By exploiting the staggered perpetration of the scheme in its commercial headquarters, the authors set up that staff development amongst workers who were ex-posed to the scheme dropped by45.5 eight months after perpetration. More flexible work practices also moderated development goods of negative home- to- work spillovers (i.e. when liabilities at home reduce the trouble workers can devote to their jobs). In a affiliated study, still, Moen et al. (2016) showed that a analogous organisational intervention – aimed at promoting lesser hand control over working time at an IT company – reduced collapse, perceived stress, and cerebral torture, while raising job satisfaction (with benefits larger for women) twelve months after the intervention. Taken together, both studies suggest that organisational interventions aimed at raising hand good, for illustration, through raising workers' autonomy over their working time, bear appreciatively upon performance issues at the aggregate establishment position – a palm- palm situation for both workers and employers.

Another illustration comes from the National Health Service (NHS) in the UK. Powell et al. (2014) used a large- scale longitudinal dataset generated from NHS staff checks in 2009, 2010, and 2010. The authors set up that better staff experience is associated with better issues for both workers and cases, and in particular, that advanced good – measured, amongst others, in terms of job satisfaction – and better job design are linked to lower situations of absenteeism and advanced situations of patient satisfaction.

Bockerman and Ilmakunnas (2012) examined the relationship between hand good and establishment performance in Finnish manufacturing shops over the period 1996 to 2001. The authors linked individual-position data on job satisfaction from the European Community Household Panel with establishment- position data on employer characteristics and performance. The authors set up that job satisfaction has a significant, positive effect on value- added per hours worked a one standard deviation increase in job satisfaction at the factory position increases valued-added per hours worked by 6.6. In other words, adding job satisfaction by one point, say, from four to five (out of six), would in- crinkle value-added per hours worked by nearly 20 – a large effect.

A analogous study was conducted by Bryson et al., (2017) in Britain, using employer- hand data from the Workplace Employment Relations Survey – a nationally representative dataset on further than 2,000 workplaces covering all sectors of the frugality except husbandry and mining – for the times 2004 and 2011, the authors set up a strong link between good and performance. They validate a clear, statistically significant, positive relationship between average job satisfaction and performance issues at the establishment position (but not for job- related affect), in both sampling (using the time 2011 only) and two- period panel with establishment fixed goods (using both the times 2004 and 2011). Good had an impact on fiscal performance, labour productivity, quality of product or service, and an added up performance measure combining all other performance issues, indeed when controlling for establishment, assiduity, and indigenous characteristics as well as when looking longitudinally at enterprises over time. Although it's delicate to assess the exact size of these goods (performance measures are private scores reported by directors), the fact that job satisfaction affects all performance issues (with the exception of labour productivity in the two- period panel) across workplaces is strong substantiation for a positive impact of hand good on firm performance.

Eventually, the findings above match those of Green (2010), who set up that job satisfaction is a better predictor for quits than job- related affect (see also tax- Garboua et al. (2007) on the prophetic power of job satisfaction for quits).

3 Methodology

3.1 Data Collection and Sample

The University of Port Harcourt Teaching Hospital (UPTH) and Braithwaite Memorial Hospital (BMH) are the two public hospitals included in the study's sample. The most accessible members were picked as subjects using the non-probability method of easy sampling.

To achieve its goals, the study comprises producing a questionnaire. Four respondents checked the questionnaire's components to ensure that all the questions were understood before sending it out to the entire sample. Their recommendations are incorporated into the final questionnaire. The data was gathered by the authors between September and December of 2019.

In September 2019, 280 surveys were personally handed to hospital employees. After several visits, 259 questionnaires with a 92.5% response rate were returned. Regression analysis was used to examine the hypotheses.

Male respondents make up 59.31% of the sample's respondents. 72.20% of the total respondents are married. 3.09% of respondents were professors, 5.79% were associate professors, 12.74% were assistant professors, and 14.29% were specialists or consultants, according to data broken down by academic rank. In various hospitals, there were 25.48% medical officers and 38.61% nurses.

3.2 Measures

Data for the study were collected by the check system using five- point Likert scales. Hand good was measured using 10 particulars acclimated from (Ryff, 1989). likewise, Garg and Rastogi (2009), following the original development and confirmation of this scale, conducted a multiple sample disquisition to further validate the scale. Sample particulars in this scale are “particular Growth, Purpose in Life, Environmental Mastery, and tone-determination”. Participants were asked to respond to questions in this scale using a 5- point Likert Scale ranged from 1 (explosively Differ) to 5 (explosively Agree). Hand good scale demonstrated internal thickness trustability of 0.87.

Three (3) particulars were acclimated to measure intention to leave from previous exploration (e.g., Aryee, & YueWah, 2001 Lam, Chen, & Takeuchi, 2009). Particulars in this scale are 1) “There's any liability that I would abdicate from the sanitarium”, 2) “There's liability that I would not continue to be a staff of the sanitarium during my term of employment with my present sanitarium ”, and 3) “ I've an intention of relinquishing from the sanitarium”. While we also espoused instrument developed by Allen and Meyer (1990) designed to gather data on organisational commitment. Only the questions relating to affective commitment was used and consists of 5 particulars. Actors were asked to respond to questions in the development intentions scale and commitment scale using a 5- point Likert Scale ranged from 1 (explosively Differ) to 5 (explosively Agree). Likewise, organizational performance scale demonstrated internal thickness trustability of 0.89.

4. Results and Data Analysis

Table 1 Demographic characteristics of the sample

	Category	Frequency	Percentage (%)
Public Hospitals	University of Port Harcourt Teaching Hospital (UPTH)	175	67.57
	Braithwaite Memorial Hospital (BMH)	84	32.43
Gender	Male	154	59.46
	Female	105	40.54
Status	Single	72	27.80
	Married	187	72.20
Education	Professors	8	3.09
	Associate Professors	15	5.79
	Assistant Professors	33	12.74
	Specialist / Consultants	37	14.29
	Nurses	66	25.48
	Medical Officers	100	38.61

Table 2. Descriptive Statistics & Inter-Correlations for Research Variables

VARIABLES	M	SD	1	2	3	4	5
1. Psychological Wellbeing	3.90	0.50	1				
2. Physical Wellbeing	3.84	0.52	0.671**	1			
3. Social Wellbeing	3.91	0.82	0.820**	0.620**	1		
4. Intention to Quit	2.94	0.76	0.292**	0.527**	0.501**	1	
5.Organizational Commitment	2.25	5.42	0.444**	0.322**	0.661**	0.781**	1

**Correlation is significant at the 0.01 level (2-tailed); * significant at the 0.05 level.

Table 2 represents the mean, standard deviation, and intercorrelation for all the variables. It can be observed that all the confines of hand good are significantly appreciatively identified with organizational commitment and intention to quit.

To perform a more strict examination of the thesis 2, 4 and 6, accretive multiple retrogression analysis was performed to prognosticate organizational commitment of workers(Table 4). The confines of hand good were entered for the accretive multiple retrogression equation and it was set up that all the three variables, i.e., cerebral good, physical good and social good were significant for the verification of commitment. Results indicate that 53 of friction in organizational commitment was significantly explained by cerebral good(= 0.25; p<0.01), physical good(= 0.32; p<0.01) and social good(= 0.23;

p<0.01). Taken together, these findings advance full support to the suppositions, as all the three confines of good videlicet cerebral good, physical good and social good have significant part in determining organizational commitment of workers.

Table 3. Regression analysis: Dimensions of Employee Wellbeing upon Intention to Quit

Dependent Variable: Intention to Quit		
Independent Variable	β	P
Psychological Wellbeing-0.260	0.000	
Physical Wellbeing	-0.220	0.010
Social Wellbeing-0.184	0.008	
R		0.601
$R^2$0.362		

Table 4. Regression analysis: Dimensions of Employee Wellbeing upon Organizational Commitment

Dependent Variable: Organizational Commitment		
Independent Variable		β
P		
Psychological Wellbeing		0.250
0.005		
Physical Wellbeing	0.320	0.000
Social Wellbeing		0.230
0.001		
R		0.726
$R^2$0.527		

The findings in Table 3 also show that psychological wellbeing (= -0.260, p< 0.01), physical wellbeing (= -0.220, p< 0.05), and social wellbeing (= -0.184, p< 0.01) all significantly influenced employee intention to quit, accounting for 36% of the variance in that variable. As a result, the hypotheses H1, H3, and H5 were verified.

Discussion of findings and Conclusion

On the base of the attained results, it can be suggested that there's a significant relationship between hand good and organizational performance. It can also be stated that positive gests in one sphere of life will surely have spillover effect on other aspects of life. If an individual gests satisfaction at the major disciplines (e.g., cerebral good, physical good and social good), it leads him her to advanced performance at work.

The results of accretive retrogression analysis reveal that there was a significant effect of hand good on organizational commitment of workers. Individual action and accord generates confidence and elicits positive feelings similar as happiness and pleasure, which are accordingly reflected at the other disciplines of life. It encourages leading life with profound confidence and quality, molding situations on his/ her own and passing environmental mastery. This positive attitudinal geste when carried at the professional sphere of life, encourages workers to be more married and experience increased tone- efficacity, sense of choice and commission. This, in turn, results in a sense of excellence and perfection towards which one strives. It gives meaning and direction to one's life. Further, it generates strength

and virtue to commodity larger than productivity and effectiveness, enwrapping the total geography of heartiness.

The findings also suggest that workers who are competent to master their family and social life, experience environmental mastery, develop a sense of authority and commission and evoke positive feelings of happiness and pleasure (Deci et al., 2001). Faculty for taking applicable opinions promotes cerebral good, increased decisional authorizations and freedom to state his or her opinions. These, in turn, earth an hand to be more married to the association. Extending tone- acceptance in the particular sphere to the other disciplines in life leads to a sense of collective respect and reliance in others. It encompasses mature and sensitive response and develops global attachments, leading to advanced situations of commitment.

One of the most intriguing findings of the study is that workers who have profound confidence and independence to repel social pressures to suppose and act in certain ways and save social identity as well as their tone- image of fair- mindedness are reported to witness reduced cerebral torture in terms of emotional prostration, anxiety and depression, further leading to particular growth and particular capability(Singh etal., 1998). This faculty in negotiation leads to further commitment from the workers ' side, in the sense that, the further is the commitment, the further are the chances for the hand to mileage openings to grow professionally.

Workers passing liberty at the particular position(for taking ethical and valued opinions) lead a purposeful life and develop capability to meet not only the foreign pretensions(like concern for plutocrat, status and career growth), but also the natural pretensions(like being more married to their associations). A strengthened and broadened social network at the particular front also has the reaffirmation that there will be an attempt by the workers to repay by adding their donation at the professional position and feel accepted, trusted and socially healthy as well as experience this health in terms of high commitment to their associations while broadening their behavioral force.

Experiencing self evaluation while meeting the criteria of high tone- regard and generalized tone-efficacity, results in the perception of positivity at the plant and makes an hand experience particular capability and mileage the occasion and challenge to grow tête-à-tête, enhanced cognitive evaluation and high commitment. Similar geste allows individualities to gauge what they're doing and how, to help them develop in a positive direction and eventually spurt their tone- development, enabling them to realize their full eventuality as mortal beings. That is, workers grow by involving themselves into deeper understanding and integration of new and old perspectives and tend to display high situations of particular capability.

It can be said that cerebral good, physical good and social good endorses hand overall good with a flare of happiness at the particular sphere and which when revealed at the professional sphere leads to a transitional state of mind of an hand, where an existent can thrive to come productive and learn to grow and move forward with positive thinking, while passing probity at the particular and professional fronts of life. The hand can witness good erected on happiness by leading a good life — experience to be tone- accepted and maintain positive relations with others; the 'engaged life' — the experience of autonomy and environmental mastery; and the meaningful life — substituting the cerebral strengths to witness particular growth and purpose in life(Seligman et al., 2004).

In conclusion, the study thereby emphasizes that individual good must be aligned with professional good to establish equilibrium in every sphere of life. This helps workers to develop a set of meta- values for enhancing their sense of purpose, tone- determination, impact, capability, belonging, meaning and enjoyment. The results can be aligned to the study that engagement and perceived job control serve as the core passions of eudaimonia (Kopperud and Vitters, 2008). The results can also be applied to enhance organizational leadership by completely exercising the particular coffers and character strength of the workers towards thing operation and organizational effectiveness (Kerns, 2005).

5. Recommendation

From practical perspective, understanding the underpinning factors impacting nurses development of intentions to quit has important practical counter accusations for operation and sanitarium directors. As demonstrated by former exploration, hand good is associated with excellent organizational performance (Saeed et al., 2015; Garg and Rastogi, 2009; Krishantha, 2018). Also, in evolving profitable geography keeping workers healthier is associations duty and vital for the associations success. The burden of non-communicable conditions is adding on the workers including internal health, stress and other numerous conditions. There's need to advance in heartiness at workplaces by adding workers health. Employers are asked to produce enabling working terrain for healthier geste. Healthier workers' working engagement increases when their heartiness is taking care of. enforcing successful polices can increase and can strengthen the plant health. In numerous associations there's lack of the standardization of the workplaces, thus associations should invest in the workplaces heartiness programs. Workers' health and plant heartiness is in the interest and benefit of the companies and society. Plant heartiness is an systematized and employer patronized program designed to support the workers and make working terrain conducive.

Fostering the culture of health that becomes a competitive advantage for enterprises. Some working practices should be put into practices for healthy pool which includes the proper engaging the workers, use of health bench marks and criteria at workplaces, visibility to health programs, supporting individual workers in fiscal security, furnishing meaning full impulses to workers and effectives, helping the people to get stylish out of their life, proper educating directors and workers about the significance of health in life and understanding the implicit power of health (Meyer, L., & Parton, R, 2011).

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