

# The Buffering Effects of Critical Life Event, Organizational Climate and Social Support on Subjective Well-being of Bank Workers in Southwest Nigeria

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## Abstract

This study investigates the buffering effects of critical life event, organizational climate and social support on Subjective Well-Being (SWB) of Bank workers. Five hundred and forty bank workers participants (mean age 35.4) selected from 108 banks through stratified and simple random sampling techniques from the 18 senatorial districts in the six states (Ogun, Oyo, Osun, Ondo, Ekiti, Lagos) of Southwest Nigeria. Four instruments, subjective happiness scale, impact of event scale, organizational climate descriptive questionnaire and Duke-UNC functional social support questionnaire, were utilized for data generation. The data collected were analyzed using multiple regressions (stepwise) and t-test statistics. Findings showed that the three predictor variables (critical life event, organizational climate and social support) combined and individually, predicted the criterion variable (SWB). Finding also indicated that critical life event was the most potent contributor to the prediction of SWB of bank workers. The implications of these findings for the government, policy makers and employers of labour, who may be interested in effective functioning and general well-being of workers, were discussed.

**Keywords:** critical life event, organizational climate, social support, subjective well-being, bank workers.

## Introduction

The economic development of a nation is directly or indirectly dependent on the various economic policies put in place by the various tiers of government and the political-will of those saddled with the responsibilities of implementing these policies. However, among the readily available tools for impacting economic policies of any government the world over, are the various financial institutions that are established in such nation. Any problem in the financial institutions is definitely going to affect other sectors of the nation particularly the business sector. This is why there is always a central coordinating unit that regulates the activities of all financial institutions of any nation to ensure that all is well with the sector.

One of the vibrant financial institutions in Nigeria today is the banking industry and it is able to compete favourably with oil producing companies in the stock market. The banking sector has indeed grown over the years moving from liquidation to the building of a strong financial base by meeting up with the recapitalization demands of the central bank of Nigeria (CBN). The sector has grown this while to attain this height of achievement as a result of its workforce (Hassan & Adeeko, 2003). For any organization to flourish, the workforce plays a very important role (Levy, 2006; Mabekoje, 2003). One of the main contributors to the rise and fall of any organization or institution is the commitment, efficiency and efficacy of the workers (Hassan et al, 2003). It should also be emphasized that for one to produce results, to perform a task as expected and without waste of time, money or other resources and still stand tall and committed to doing the job, the well-being of the person is of utmost important (Mabekoje, 2003).

Defining the concept of well-being has been a great debate among scholars. There are two relatively distinct but overlapping perspectives on what constitute well-being. The first reflects the view that well-being consists of pleasure or happiness. This viewpoint has been labeled hedonism (Kahneman, Diener & Schwarz, 1999). The hedonic viewpoint equated subjective well-being (SWB) with happiness which was defined as more positive affect, less negative affect and greater life satisfaction (Diener & Lucas, 1999). In contrast, the second view reflects well-being consists of more than just happiness. This viewpoint has been labeled eudemonism (waterman, 1993); and it conveys the idea that well-being consists of fulfilling or realizing one's true nature (waterman, 1993). The eudemonic viewpoint focuses on psychological well-being, which is defined more broadly in terms of the optimal psychological functioning of the person; and has been operationalised either as a set of six dimensions (Ryff, 1989), as happiness plus meaningfulness (McGregor & Little, 1998), or as a set of wellness variables such as self-actualization and vitality (Ryan & Deci, 2001). However, despite divergent views over definitional and philosophical issues, the two perspectives have tended to ask different questions and

complement each other, providing a comprehensive picture that relate to the nature and promotion of wellness even though they are overlapping.

SWB from these two perspectives centres on peoples evaluations of their lives – including cognitive judgments, such as life satisfaction; and affective evaluations (moods and emotions), such as positive and negative emotional feelings. In other words, it is conceptualized as the mixture of positive and negative affects that represent the general sense of well-being we have in relation to our life. Analyzing this definition further, life satisfaction is often thought to relate most strongly to the cognitive component, involving evaluations of specific life domains such as work, family, leisure, health, finances, self and one's group relationships (Cummins, Gullone & Lau, 2002; Cummins & Nistico, 2002; Diener, Oishi & Lucas, 2003). The constructs used most often to measure the affective component of SWB are positive and negative affect (Diemer, 2000), which refer to emotions such as joy and happiness or anger and fear. People are said to have high SWB if they are satisfied with their life-conditions, and experience frequent positive emotions and infrequent negative emotions.

The scientific study of SWB has shown increasing interest over the last decades as psychology moved from radical behaviourism and emphasis on negative state. Researchers seem to have come to the realization that happiness and life satisfaction are major goals for most people. Research light, particularly in the 3<sup>rd</sup> world country, where people seem to contend with the reality of under-developed, or developing economy is continuously upon factors that keep one from being depressed and factors that lead one to becoming elated. Emphasis is placed on understanding the processes which underlie happiness, coping efforts, and dispositions. The motivational factor behind the relatively recent increasing research interest in employees' well-being is the realization of the central role human factor plays in the growth and development of any organization and the fact that elegant structure and automated equipment used by modern firms are quite unproductive except for human effort and direction (Levy, 2006).

In quality of life research, especially in developing countries, one new direction was to include social conditions along with research into physical conditions. Researchers have realized the fact that it is important to look at both people's social and physical living conditions because, presumably, people's social relations within and outside their place of work or social contacts, organizational climate and health influence their subjective feelings of well-being (Argyle, 1999; Baumeister & Leary, 1995); the research on it is inconclusive. The objective indices are often not strongly associated with subjective feelings of well-being (Argyle, 1999; Cummins, 1996; 2000; Diener, Suh, Lucas & Smith, 1999). For instance, there are people, who despite the fact that they lack important resources such as a paid job still feel fairly satisfied with their lives. This simply points to the fact that people are much more active in the production of their own SWB than is generally assumed. They have multiple ways of realizing well-being; that is, they have buffers and they can substitute one means for another. The question that must be answered then is which means are more essential (i.e. less substitutable) than others. The question posed by the present study is which of critical life event, organizational climate and social support will be most potent in determining the SWB of bank workers in Southwest, Nigeria.

Bank workers suffer greater levels of stress than comparable occupational groups. Time pressures, excessive demands, role conflict, ergonomic deficiencies, job security and relationship with customers are particularly common stressors amongst employees in the financial services sector (Graca & Kompier, 1999, Toivanen, Lansimies, Jokela, & Hanninen, 1993). The physical and emotional well-being of professionals that impact the economic status of the society and indeed the nation's future wealth, in all its guises is an all important issue. The agony which bank workers go through in the hands of armed bandits who maim, torment and most often, stifle lives out of their victim is one of many critical life events that may affect the SWB of bank workers particularly in the 3<sup>rd</sup> world country like Nigeria where incidence of bank robbery is a regular feature of the economy. Some of the bank workers that are lucky to escape the cold hand of death through this armed bandits might never fully recover from the shock and the pain, others might be able to return to the lives they were living before the event had occurred. Some experiences may have a long-lasting impact on a person's mental and physical health, while others exert only a short-term influence (Brom & Kleber, 1989; Diener, 2000; Lucas, Clark, Georgellis & Diener, 2003). And unless the well-being of individual bank workers is improved upon which has to do with being satisfied with their job, they are not likely to perform effectively, and this has far reaching economic and social consequences for the 3<sup>rd</sup> world nation like Nigeria.

Life events refer to internal and external stimuli that cause some changes in our daily lives. According to Hooyiman and Kiyak (1999), life events may be positive or negative, gains or losses, discrete or continuous. Examples of internally created events include changes in eating or sleeping habits and the effects of a chronic disease such as arthritis or diabetes. Externally initiated events might include starting a new job, losing one's job

or retirement etc. McAndrew, Akande, Turner and Sharma (1998) conceptualized life events as daily experiences that changes someone's lifestyle that can range from minor adjustments in daily routine, to a major reconstruction of self identify. The degree of psychological well-being caused by a particular event is thought to be a direct function of the amount of life change that occurs in response to that event (Johnson & McCutcheon, 1980; Swearingen & Cohen, 1985).

Several terms are used interchangeably in literature to describe an occurrence that is "critical". In this paper, the word "critical" is used to describe all traumatic experiences and stressful life events. Random House Webster's College dictionary (2001) defined trauma "as any wrenching or distressing experience causing a disturbance in normal functioning". According to Tedeschi and Calhoun (1995), the word "trauma" indicates that an event is a shock – something unexpected and sudden in addition to being unforeseen. There are several other factors that contribute to event being traumatic; for instance, perceived lack of control over an event can serve to make an event traumatic (Tennen & Affleck, 1990). Loss of loved ones through death, divorce or separation, major illness, economic hardship, incidence of armed robbery attack and natural disasters can cause people to experience powerlessness and are therefore likely to challenge SWB (Tedeschi & Calhoun, 1995).

Many studies, have established the fact that bank workers experience daily hassles such as driving in heavy traffic, arguing with a co-worker, heavy workload, sexual harassment (Collinson & Collinson, 1996); incidence of robbery attack (Chappell & Dimartino, 2000) etc; and Nigerian bank workers could not be an exception to all these. Stressful life events such as those mentioned above can have detrimental effects on workers performance and SWB. Physical effects of such events on employee's well-being include migraine, coronary heart disease, ulcers, depression and depression (FSU, 2002).

Although, the exact effects of major life event on SWB of individuals have been a subject of great controversy among scholars. The literature has been highly inconsistent on the short and long term effects of major life events on SWB. While some established the fact that major life events influenced individuals SWB level in the short-term and that the effects diminished in less than three months or there about. A commonly used explanation for this finding is adaptation (Diener, 2000; Lucas, Clark, Georgellis & Diener, 2003). Adaptation level theory asserts that although extremely pleasant or unpleasant events may affect one's SWB temporarily but the effects wear off overtime. However, the theory has been contradicted by evidence indicating that people do not adapt so rapidly (and completely) to all circumstances. For instance, Stroebe, Stroebe, Abakoimkin and Schut (1996) found that people who lost their partner reported a high level of depression even after two (2) years compared to those who did not lose their partners. But as inconsistent as literature seems to be on the short and long term effects of critical life events on SWB of individuals, there is consensus on its general effects. However, there is paucity of research efforts in this direction on workers in the banking sector, particularly in developing nation like Nigeria. And when viewed against the backdrop that critical life events such as driving in heavy traffic, heavy workload, incidence of armed robbery attack are becoming regular features of daily life in Nigeria particularly in urban cities such as Lagos, Ibadan, Abeokuta etc and the fact that such stressful events can have detrimental effects on workers performance and result in decreasing organizational performance and productivity generally (Levy, 2006; Nguyen et al, 2003), it becomes imperative, to determine the exact degree or extent to which critical life events affect the SWB of workers particularly bank workers in Southwest Nigeria, who seem to be most vulnerable among other occupational groups in Nigeria.

Another issue investigated by the present study is the centrality of organizational climate to workers SWB. In recent years, a badly designed workplace had been reported to have a major influence on the physical health of employees working in the financial services sector (Seifart, Messing & Dumais, 1997). Consequently, organizations of all kinds have begun to pay considerable attention to their organizational cultures and climate because it is widely recognized that the informal norms and perceived atmosphere of an organization may make some individuals feel accepted and welcome and others marginalized or not taken seriously (Levy, 2006).

Organizational climate as a construct refers to the perception of employees about their organization, which are in turn linked to attitude formation and therefore, affects employee motivation, job satisfaction, productivity and physical health (Seifart, Messing & Dumais, 1997). In other words, Organizational climate relates to employees' perceptions about the workings of an organization in terms of structure – the number of rules, policies or procedures, responsibility and the degrees of autonomy an employee has to do his / her job, the recognition given for a job well done, the sense of congeniality that prevails in the organization, the communication pattern and the support employees enjoy from one another, and from the employers. Each of these climate consideration influences the perception of employee's satisfaction in an organization (Clark, 2002; Levy 2006) Organizational climate can either be described as challenging, stressful, overloaded, hectic, competitive, and bureaucratic or

otherwise. Work environment that is stimulating, high in morale, caring and cooperative with supportive co-workers and management and allow individuals to exercise responsibility and listen to ideas are conducive to satisfy employees. James, James and Ashe (1990) stated that in meaningful work environments “individuals respond emotionally to environmental attributes as a function of the significance that such attributes are perceived to have for personal well-being” (p.40-84).

From the available literature (Clark, 2002; James, James & Ashe, 1990; Levy, 2006; Seifart, Messing & Dumais, Cooke & Rouseah, 1998), organizational climate has great influence on employees’ job satisfaction, motivation and physical health among others. However, there is dearth of local research, particularly, in Nigeria. The present study therefore attempts to establish the exact contribution of organizational climate to the prediction of bank workers’ SWB.

Although SWB is an internal state, it is affected by external factors. Some influential external factors apart from those already addressed by the present study include: economic stability, interpersonal and intimate relationships, and perceived social support (Brough & Frame, 2004; Brough & Pear (nd); Brouwers, Evers, & Welko, 2001). Sanderson (2004) defines social support as the presence or amount of social relationships, the perception of available assistance and the receipt of assistance. Social support is a care resource that can be received from family, friends, colleagues, and healthcare personnel (Laakso & Paunonen – Illmonen, 2002). Social supports is thought to enhance life by creating a sense of well-being, a sense of belonging, and a sense of hopefulness.

In recent time, research focus has been on identifying the risk factors predisposing individuals to stress and optimal coping strategies (e.g. Cooper, Dewe & O’ Driscoll, 2001; Guppy, Edwards, Brough, Peters-Bean, Sale & Short, 2004). However, recent research findings suggest that the potential moderating role of specific work-related variables in the occupational stress-strain process requires renewed evaluation. Particularly, the role of perceived social support within both the home domain (Brough & Kellin, 2002) and the work domain (Brough & Frame, 2004) and this has recently been re-examined as an important moderator of the occupational stress process. Research findings in this direction affirmed that the presence of social support typically reduces the adverse consequences of both work – family conflict and occupational stress outcomes (O’Driscoll, Brough & Kalliath 2012).

The bank worker needs social support from family, friends, spouse, colleagues, supervisors and managers in order to cope with the daily hassles experienced. Deneve (1999) affirmed that affiliation and relationship enhancing traits are among the most strongly related with SWB; and loneliness is consistently and negatively related to positive affect and life satisfaction (Lee & Ishii – Kuntz, 1987). However, in view of the dearth of research efforts in this direction, particularly among bank workers in Southwest Nigeria, the present study attempts to investigate the exact predictive value of critical life event, organizational climate, and social support to the prediction of bank workers’ SWB.

### **Hypotheses:**

Based on the established relationship that is said to exist between the independent variables of this study and the criterion variable, and objective of this study, two hypotheses are proposed and tested at 0.05 margin of error.

- (i) There is no significant combined effect of critical life event, organizational climate, and social support in the prediction of SWB of bank workers in Southwest Nigeria.
- (ii) There is no significant relative effect of critical life event, organizational climate and social support in the prediction of SWB of bank workers in Southwest Nigeria.

### **Method**

#### **Design and Participants**

The study employs the use of ex-post-facto research design. This is because the independent variables being investigated have already occurred and the researcher is only interested in knowing the influence of the independent variables (critical life event, organizational climate, and social support) on the criterion variable (SWB) without necessarily manipulating the independent variables.

Participants of this study were five hundred and forty (540) bank workers selected through the use of stratified and simple random sampling techniques from one hundred and eight (108) banks in the Southwest Nigeria. The first stage of stratification was represented by the three (3) senatorial districts in each state that constitute the Southwest Nigeria (i.e. Ogun, Oyo, Osun, Lagos, Ondo and Ekiti States). Eighteen (18) banks were randomly

selected in each of the Southwest states with six (6) banks being randomly selected from each senatorial district that makes up a state.

Presently, there are a total of twenty-one (21) government approved banks in Nigeria with most of them having branches all over the states of the nation. However, there are twenty-one (21) banks in each state of Southwest Nigeria making a total of one hundred and twenty-six (126) banks, however, a total of one hundred and eight (108) banks were used in this study; and five (5) bank workers (male and female) were randomly selected in each of these banks, making a total of five hundred and forty (540) participants in all. The mean age of the sample was 35.4 years with a standard deviation of 3.3. Their ages ranged between 26 and 53 years.

### **Instruments**

Four instruments were used to collect data for the study. The instruments are described below:

#### **Subjective Happiness Scale (SHS)**

The Subjective Happiness Scale (SHS) developed by Lyubormirsky and Lepper (1999) was adopted for this study. The SHS is a 4-item scale of global subjective happiness. Two items ask respondents to characterize themselves using absolute ratings and ratings relative to peers, whereas the other two items offer brief descriptions of happy and unhappy individuals and ask respondents the extent to which each characterization describes them; using seven-point scale ranging from 1 (Not a very happy person) to 7 (a very happy person) An example of the item in the scale is: "In general, I consider my self..." : The SHS has been validated in 14 studies with a total of 2,732 participants. Data has been collected in the United States from students on two college campuses and one high school campus, from community adults in two California cities; and from older adults, as well as from students and community adults in Moscow, Russia. Results have indicated that the SHS has high internal consistency, which has been found to be stable across samples. Test-retest and self-peer correlations have suggested good to excellent reliability, and construct validation studies of convergent and discriminant validity have confirmed the use of this scale to measure the construct of subjective happiness. The present sample also revealed a Cronbach's alpha of .62.

#### **Impact of Event Scale (IES)**

The Impact of Event Scale (IES) developed by Horowitz, Wilmer and Alvarez (1979) was adopted for this study. The IES is a broadly applicable self-report measure designed to assess current subjective distress for any specific life event. The IES scale consists of 15 items, 7 of which measure intrusive symptoms (intrusive thoughts, nightmares, intrusive feelings and imagery), 8 tap avoidance symptoms (numbing of responsiveness, avoidance of feelings, situations, ideas), and combined, provide a total subjective stress score. Respondents are asked to rate the items on a 4-point scale ranging from 1 (Not at all) to 4 (often). The split-half reliability of the IES scale was high ( $r = 0.86$ ). Internal consistency of the subscales, calculated using Cronbach's alpha was high (Intrusion = 0.78, avoidance = 0.82). A test-retest reliability coefficient of 0.87 for the total stress scores; 0.89 for the intrusion sub-scale, and 0.79 for the avoidance subscale. The Cronbach's alpha for impact of event scale in the present sample is 0.73.

#### **Organizational climate descriptive questionnaire (OCDQ)**

The organizational climate descriptive questionnaire (OCDQ-RS) developed by Halpin and Croft (1963) was adapted for this study. The statements were modified to suit a bank organization. For example an item in the scale which states: "the mannerisms of teachers at this school are annoying" was changed to: "the mannerisms of workers at this bank are annoying"; another item which states: "teachers are proud of their school" was changed to: "Bank workers are proud of their Bank". It has five dimensions which are Supportive, Directive, Engaged, Frustrated and Intimate. The participants respond by indicating their extent of truthfulness / agreement to each of the 34 statements using a four-point scale of 1 (rarely occurs), 2 (sometime occurs), 3 (often occurs), and 4 (very frequently occurs). The reliability scores for the scales were relatively high, the alpha coefficients are as follows: Supportive (0.91), Directive (0.87), Engaged (0.85), Frustrated (0.85) and Intimate (0.71) as reported by Halpin and Croft (1963). But in the present study, the alpha coefficient are; Supportive (0.89) Directive (0.91), Engaged (0.89), Frustrated (0.83), and intimate (0.69).

#### **Duke-UNC Functional Social Support Questionnaire (FSSQ)**

The Duke-UNC Functional Social Support Questionnaire (FSSQ) developed by Broadhead, Gehlback, DeGruy and Kaplan (1988) was adopted for this study. FSSQ assesses an individual's perception of the amount and type of personal social support. Participants respond by indicating their agreement to each of the 10 statements using a five point scale ranging from 5 (As Much As I would Like) to 1 (Much Less Than I Would Like). The FSSQ has demonstrated high internal consistencies with Cronbach's alpha ranging from .81 to .92 and a two-week test-

retest reliability coefficient of .66 (Broadhead, Gehlbach, DeGruy and Kaplan 1989). The Cronbach's alpha for social support in the present sample is found to be 0.71.

### Procedure and Data Analysis

The researchers employed the help of two research assistants who are PhD supervisees of one of the researchers in administering the questionnaire to respondents in Ekiti and Ondo states; these supervisees reside in this part of the country while we personally administered the questionnaire in other states of Southwest, Nigeria. A total of four weeks and four days were used for the administration and collection of the questionnaires. Out of the five hundred and forty (540) questionnaires that were administered, only 410 were retrieved and out of which only 407 were properly filled and deemed adequate for analysis. The response rate of the survey was 75.4%. The data resulting from the scoring of the instruments and coding of the demographic items were then subjected to multiple regression (stepwise) and t-test statistical analyses.

### Results

Two issues were addressed by the present study. One of the issues was to know the extent of the contributions of critical life event, organizational climate, and social support to the prediction of bank workers' SWB. The second issue of concern was to find out the variable that is most potent in predicting bank workers' SWB. The results of the data analysis that provide answers to the hypotheses are presented below:

**Table 1:** Model summary of the multiple regression analysis between the predictor variables (critical life event, organizational climate and social support) and the outcome measure (SWB).

REGRESSION		ANOVA				
Model		Sum of Squares	Df	Mean Square	F	Sig.
R = .406	Regression	1288.244	3	429.415	26.562	.000 (a)
R Square = .165	Residual	6515.122	403	16.167		
<b>Adjusted R Square = .159</b>	<b>Total</b>	<b>7803.366</b>	<b>406</b>			

a. Predictors: (Constant), Social Support, Critical Life Event, Organizational Climate

b. Dependent Variable: SWB

The results in Table 1 above revealed that critical life event, organizational climate, and social support when taken together significantly predict SWB of bank workers ( $R = .406$ ;  $R^2 = .165$ ;  $R^2$  (adj) = .159;  $F(3,403) = 26.562$ ;  $p < .05$ ). This revealed that 16.5% of the variance in the SWB of bank workers was accounted for by the combination of critical life event, organizational climate and social support. These results implied that the first hypothesis of no significant combine effect of critical life event, organizational climate and social support in SWB of bank workers is rejected.

To determine the contribution of each of the critical life event, organizational climate and social support in the prediction of SWB of bank workers, a stepwise regression analysis was undertaken. Results are as shown in table 2 below:

**Table 2:** Model summary of the Stepwise Multiple Regression Analysis for the combined effect of critical life event, organizational climate and social support to the prediction of SWB of bank workers

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	.293(a)	.086	.084	4.19654	.086	38.098	1	405	.000
2	.361(b)	.130	.126	4.09905	.044	20.494	1	404	.000
3	.406(c)	.165	.159	4.02077	.035	16.885	1	403	.000

a. Predictors: (Constant), Critical Life Event

b. Predictors: (Constant), Critical Life Event, Social Support

c. Predictors: (Constant), Critical Life Event, Social Support, Organization Climate

The results in Table 2 above indicated that when critical life event was introduced to the regression model as the first variable on the basis of its relationship with SWB of bank workers, a significant prediction was indicated ( $R = .293$ ;  $R^2 = .086$ ;  $R^2$  (adj) = .084.,  $F_{(1,405)} = 38.098$ ;  $p < 0.5$ ). This revealed that 8.6% of the variance in SWB of

bank workers was accounted for by critical life event alone. When social support entered into the model as the second predictor variable, a significant prediction was also revealed ( $R = .361$ ;  $R^2 = .130$ ;  $R^2$  (adj) = .126;  $F_{(1,404)} = 20.494$ ;  $p < .05$ ). The two variables accounted for 13.0% of the variance in SWB of bank workers. The findings imply that social support was able to contribute 4.4% to the prediction of bank workers' SWB. When organizational climate entered into the model as the third predictor variable, a significant prediction was also revealed ( $R = .406$ ;  $R^2 = .165$ ;  $R^2$  (adj) = .159;  $F_{(1,403)} = 16.885$ ;  $p < .05$ ). The three variables accounted for 16.5% of the variance in SWB of bank workers. This implies that organizational climate was able to contribute 3.5% to the prediction of bank workers' SWB.

Table 3 below provides information on the potency of the predictor variables at predicting the criterion variable.

**Table 3:** Beta Coefficients and t-ratio for relative effect of critical life event, organizational climate, and social support to the prediction of subjective wellbeing of bank workers

	Unstandardized Coefficients		Standardized Coefficients	t-Ratio	Sig.
	B	Std. Error	Beta		
(Constant)	28.801	2.231		12.908	.000
Critical Life Event	-.264	.052	-.241	-5.110	.000
Organizational Climate	-.082	.020	-.195	-4.109	.000
Social Support	.165	.032	.233	5.084	.000

a. Dependent Variable: SWB

The results in table 3 above showed that critical life event was the most potent out of the predictor variables for the prediction of bank workers' SWB ( $\beta = -.241$ ;  $t = -5.110$ ;  $p < .05$ ). Social support was the next most potent predictor variable for the prediction of SWB of bank workers ( $\beta = .233$ ;  $t = 5.084$ ;  $p < .05$ ). Organizational Climate was the least potent out of the predictor variables for the prediction of bank workers' SWB ( $\beta = -.195$ ;  $t = -4.109$ ;  $p < .05$ ). These results implied that the first hypothesis of no significant relative effect of critical life event, organizational climate and social support in the prediction of SWB of bank workers is rejected.

### Discussion

This study sought to investigate whether critical life event, social support and organizational climate could predict SWB of bank workers in Southwest Nigeria. This research theme is hinged on the need to provide an empirical basis for the improvement of bank workers performance in Southwest Nigeria, and secondly, to provide further empirical support to the predictor variables used in this study in contemporary literature, particularly in the 3<sup>rd</sup> world country like Nigeria. The results showed that the three predictor variables (critical life event, social support and organizational climate) could significantly predict the criterion variable (SWB).

This finding has demonstrated the effectiveness of the predictor variables in determining SWB of bank workers. This, in effect attests to the strong relationship between the predictor variables and the criterion measure, and in agreement with the assertion of Philips, Little and Goodine (1996) that organizational climate and SWB are like two sides of a coin, and outcome of many research studies affirming that critical life event (Seifart, Messing & Dumais, 1997), social support (Mabekoje, 2003), and organizational climate (Philips, Little & Goodine, 1996) are socially effectively construct capable of affecting employees sense of work and SWB.

The finding does not only demonstrate the usefulness of the three predictor variables in determining the SWB of bank workers, it also affirms the potency of critical life event as the most useful psychological tool of all the predictor variables used in this study for behaviour change. Since the long term objective of the study is to determine the psychological construct that could better enhance the SWB of workers and thereby leading to effective performance / productivity of bank workers in Southwest Nigeria, our findings are therefore in agreement with the ones reported by Hoel, Sparks and Cooper, 2001; Graca and Kompier, 1999; Toivanen, Lansinimies, Jokela and Hanninen, 1993; Lindstrom, 1991; Endresen, et al, 1991, who confirm the significance influence of critical life events on SWB and established that time pressures, excessive demands, incidence of armed robbery, role conflict, ergonomic deficiencies, job security and relationship with customer are particularly common stressors among employees in the financial sector; and all these are regular features of work in most urban cities in Nigeria, particularly Lagos, Ibadan, Abeokuta where the study was conducted.

Our finding on the social support and organizational climate as the next potent contributor to the prediction of SWB of bank workers respectively is also in agreement with Mabekoje (2003); Baumeister and Leary (1995); Deci and Ryan (1991); Mikulincer and Florian (1998); Argyle (1987); Myers (1999) who revealed that of all

factors that influence happiness, relatedness is at or very near the top of the list. The finding is also consistent with the assertion of Philips, Little and Goodine (1996) that environments that are stimulating, high in morale, caring and cooperative, with supportive co-workers and management that allow individuals to exercise responsibility and listen to ideas, are conducive to satisfy employees. The report of James, James and Ashe (1990) that in meaningful work environment "...individual responds emotionally to environmental attributes as a function of the significance that such attributes are perceived to have for personal well-being" (pp.53) also give strength to the finding of this study.

### Implications and Recommendations

The findings of this study underscore the need for the financial institution particularly commercial banks owners, government and policy makers to focus attention on issues that are of some consequences to human functioning and organizational productivity. Critical life event, organizational climate and social support affect the quality of functioning and the well-being of workers. To this extent, Government and policy maker may need to take seriously their share of responsibility in protecting the lives and properties of the citizenry. Presently the state of security in this country is very poor, and this is because the law enforcement agency are not properly equipped to face the sophisticated weapons used by armed bandits that perpetrate all sorts of ills in the society (Aremu & Jones, 2011; Aremu & Lawal, 2009) The government at all levels therefore need to see to the re-training and equipping of the law enforcement agency in order to combat the increase in crime and armed robbery attacks facing the banking industry.

Employers of labour in the banking sector need to be conscious of how conducive the work environment is in improving the effectiveness and productivity of their employees. This is important because the perception of the employee about their organization will determine whether they give their best to the development of that organization or not. Therefore employers of labour in this sector need to ensure that the organizational climate is caring, cohesive and supportive. They need to see to the reduction, if not total elimination of incidences such as excessive workload, sexual harassment, victimization, and setting of unreasonable target for their employees.

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