

# The Relationship between Emotional Job Demands and Psychological Well-Being in Nursing Staff at Hospital X: Perceived Organizational Support as Moderator

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## Abstract

Nurses are required to provide quality care and services to patients in a positive manner regardless of the conditions they experience, thus potentially affecting the psychological well-being of nurses. This study aims to determine the relationship between emotional job demands and psychological well-being with perceived organizational support as a moderator. The participants in this study are 102 nursing staff at Hospital X. The measuring instruments used were the Copenhagen Psychosocial Questionnaire (COPSOQ) which has been translated into Indonesian by Darydzaky & Radikun (2021), the Psychological Well-being Scale (PWBS) which has been translated into Indonesian by Alyani (2021), and the Survey of Perceived Organizational Support (SPOS) which has been translated into Indonesian by Limanda (2017). The results obtained showed that there is a relationship between emotional job demands and psychological well-being ( $r(173) = -0.31, p < 0.05$ ), while perceived organizational support has no moderating effect on the relationship between emotional job demands and psychological well-being of nursing staff at Hospital X.

**Keywords:** *Emotional Job Demands, Psychological Well-Being, Perceived Organizational Support, Nursing Staff.*



## A. INTRODUCTION

Nursing staff in a hospital are still prone to experiencing a decrease in psychological well-being after the COVID-19 pandemic, especially in Hospital X. Hospital X is one of the neurological specialist hospitals, where the majority of patients experience the inability to care for themselves due to movement and cognitive disorders, such as stroke. Based on the interviews that have been conducted with several nurses in March 2023, many feel stressed in carrying out their duties because they must be able to carry out a series of responsibilities towards patients without failure and must continue to treat patients in a friendly and polite manner although the nurse is having a hard time.

Nurses who experience a decrease in psychological well-being may be more likely to make medical and other errors in patient care (Bridgeman et al., 2018; Melynk et al., 2018). Wallace et al. (2009) found that low psychological well-being in nurses makes them more prone to encounter difficulties in providing compassionate care. In addition, nurses become less resilient and less physically and mentally healthy (Maben & Bridges, 2020). Furthermore, nurses who experience low psychological well-being will experience a decrease in their inter-colleague relationships,

engagement, and commitment to work (Gallagher et al., 2009; Ripp et al., 2020). Therefore, it is important to maintain nurses' psychological well-being as an effort to help nurses in their daily lives as individuals who have an important role in providing health services and maintaining excellent quality of care in hospitals (Burke et al., 2012). Thus, nurses can still experience personal growth and professional function within the organization.

In general, a decline in employees' psychological well-being can be caused by their job characteristics. According to Demerouti et al. (2001) in Job Demands-Job Resources (JD-R) theory, the characteristics of a job that potentially have an adverse impact on employees' psychological well-being are their job demands. There are several types of job demands, namely quantitative job demands and qualitative job demands (Peeters, De Jonge & Taris, 2014). Quantitative job demands are demands related to the amount and speed of work, such as long working hours, overtime, amount of work, pressure, speed, and workload. Qualitative job demands are demands related to the type of skill and/or effort required to perform job tasks, such as cognitive, emotional, and physical job demands (Peeters, De Jonge & Taris, 2014).

This study will focus on emotional job demands, which occur when workers must always display positive emotions when serving clients (Peeters, de Jonge & Taris, 2014). Emotional job demands are considered a focus for this study because of the characteristics of nurses' jobs that include these types of demands, where nurses must be able to complete their assigned responsibilities without failure and still be able to show friendliness and courtesy to patients. The obligation of nurses to display positive emotions at all times (such as friendliness, and joy) and remain polite in front of patients will be heavy when nurses are undergoing difficulties due to heavy workloads.

The emotional job demands experienced by nurses have a risk of decreasing their psychological well-being. McShane & Glinow (2019) conveyed that when someone expresses their emotions to customers, many also experience psychological strain because the emotions they display can be very different from what they feel inside themselves at that time (emotional dissonance). For example, nurses must display a happy face and be friendly to patients, even though inside they are feeling upset or disappointed. The higher the gap between the emotions that must be displayed in front of patients and the emotions that nurses feel, the more nurses experience job stress which can then have a negative impact on their ability to function effectively at work and their psychological well-being conditions (Brotheridge & Lee, 2002; Radikun, 2019).

Several studies have found that improving psychological well-being is possible with the help of social support. The form of support for nurses in this study will be seen through perceived organizational support. The support that nurses feel from the organization can improve nurses' psychological well-being through several existing mechanisms. George et al. (1993) explained that perceived organizational support can improve psychological well-being because they receive support both materially and emotionally from the organization or management which is felt to be very helpful,

especially when they are dealing with high job demands. Through the findings of Gadolin et al. (2021), nurses perceive organizational support when they feel seen and recognized, their competencies are considered valuable and well used, their competencies can be developed to obtain greater responsibility, and their requests and needs are well accommodated. Support from the organization is felt by nurses in the form of organizational concern for psychological well-being conditions as well as an appreciation for the contributions nurses have made (Rhoades & Eisenberger, 2002; Gadolin et al., 2021). Therefore, organizational support for nurses can be the right step to improve their psychological well-being.

## **B. LITERATURE REVIEW**

### **1. Psychological Well-Being**

Ryff (1989) defines psychological well-being as a condition in which individuals have a positive outlook on life, can build quality relationships with others and manage the environment effectively according to their needs, can make their own decisions, have goals and view their lives as meaningful, and strive continuously to develop themselves to achieve perfection representing their potential. Psychological well-being has six dimensions consisting of self-acceptance, positive relationships with others, autonomy, environmental mastery, life purpose, and personal growth (Ryff, 1989; Ryff, 1995; Ryff & Keyes 1995). Regarding the first dimension, self-acceptance relates to the view that individuals have of themselves and their lives. Then, the second dimension of psychological well-being is positive relationships with others, where the ability to love others is considered a key characteristic of a healthy mental state. The third dimension is autonomy, which is seen as the freedom that individuals have to be independent of the norms that govern their daily lives. The fourth dimension is environmental mastery which refers to an individual's ability to choose or construct an environment that suits their psychological state. Next, the fifth dimension is life purpose which refers to the belief in the individual regarding the existence of purpose and meaning in life. The last dimension is personal growth which refers to the ability to continue to develop their potential to grow and develop positive qualities within themselves.

Burke et al. (2012) concluded that job demands have a significant influence on employees' psychological well-being. In a previous study, Van der Doef & Maes (1999) found that employees working in high-demand jobs experienced the lowest well-being. When job demands are high, it will cause high job strain which can then develop into health problems and consequently a decreased psychological well-being (Karasek, 1998; Taris & Kompier, 2005).

### **2. Emotional Job Demands**

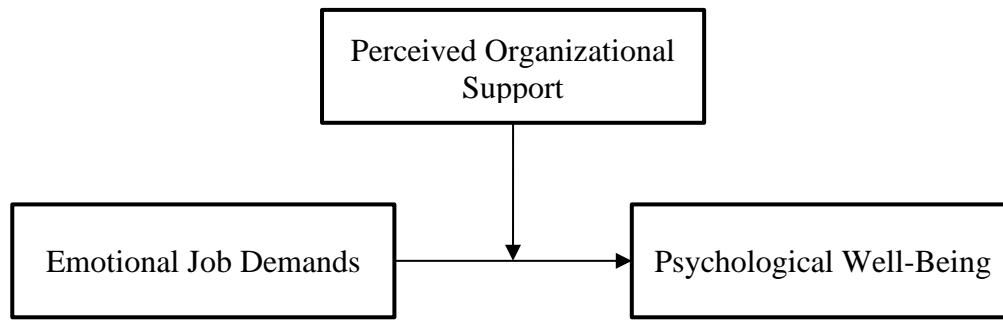
Emotional job demands are defined as demands that occur when employees have to deal with the feelings of others in the workplace, for example in maintaining positive emotions (Burr et al., 2019). Emotional job demands also include maintaining a neutral expression, so that negative emotions are not expressed (Hochschild, 1983).

In the case of nurses, examples of emotionally demanding work tasks may include dealing with sick or dying patients, taking care of the emotional needs of clients/customers, responding to clients' grief and concerns, and dealing with aggressive customers (Söderfeldt et al., 1996; Zapf et al., 2001). The emotional job demands experienced by nurses will bring about certain impacts. For organizations, high emotional job demands will result in increased long-term sickness absence and decreased work engagement, including workplace vitality (Framke et al., 2021; Erickson, 2005). For employees, high emotional job demands will lead to sustained feelings of physical and mental fatigue, negative attitudes, and coldness/numbness in carrying out work (Lee & Ashforth, 1996), prolonged job stress (Schaufeli, 1998; Vammen et al., 2019), psychological strain, emotional dissonance (McShane & Glinow, 2019), psychosomatic symptoms (Brotheridge & Grandey, 2002; de Jonge et al., 2008), as well as the risk of depressive disorders (Framke et al., 2021) which can then impact the ability to function effectively at work and a decrease in psychological well-being (Brotheridge & Lee, 2002; Zapf, 2002; Radikun, 2019).

### **3. Perceived Organizational Support**

Eisenberger et al. (1986) explained that perceived organizational support is related to how employees see the extent to which an organization values contributions and cares about their psychological well-being conditions. Rhoades & Eisenberger (2002) explained that there are three elements that constitute perceived organizational support for employees, including fairness of treatment, supervisor support, and organizational rewards and job conditions. The element of fairness refers to transparency and consistency in the decision-making process, impartiality, treating employees with respect, and listening to employee input (Cropanzano & Greenberg, 1997; Rhoades & Eisenberger, 2002). The second element, namely supervisor support, can be seen through the extent to which the supervisor appreciates the contribution and cares about the well-being of employees, not limited to giving directions or performance evaluations but also participating in helping employees. While the last element, organizational rewards and working conditions, can be seen through recognition, salary, and promotion.

The impact of perceived organizational support on employees can be seen through organizational commitment, work-related feelings, work engagement, performance, customer service, strain and psychosomatic, and psychological well-being (Eisenberger et al., 2020; George et al., 1993; Kurtessis et al., 2017; Rhoades & Eisenberger, 2002).



**Figure 1. Research Model**

Based on the literature review that has been conducted, the hypotheses for this study are as follows:

H<sub>1</sub>: Emotional job demands have a negative relationship with psychological well-being.

H<sub>2</sub>: Perceived organizational support has a positive relationship with psychological well-being.

H<sub>3</sub>: Perceived organizational support buffers or reduces the negative effects of emotional job demands on psychological well-being.

### C. METHOD

This study uses a quantitative method with a correlational design to examine the relationship between predictor variables, emotional job demands, with psychological well-being as the outcome variable and perceived organization support as the moderator variable. This research is conducted on nursing staff in one of the neurological specialist hospitals in Jakarta, namely Hospital X. The research sample will be taken using a convenient sampling technique so that employees who have time and are willing to volunteer and meet the research criteria can participate in this study. Based on calculations using G\*Power (version 3.1) with a large effect size = 0.1, alpha = 0.05, and power of test = 0.95, 158 participants are needed. Data collection on employees of Hospital X was carried out by selecting prospective respondents based on the characteristics of the research respondents that had been determined, which were nursing staff at Hospital X with a minimum of one year of service or equivalent to the first expert nurse level.

Psychological well-being was measured using the Psychological Well-being Scale by Ryff (1995) and has been translated into Indonesian by Alyani (2021) with a total of 18 items and a reliability value of Cronbach's alpha ( $\alpha$ ) = 0.70 or can be considered reliable. Emotional job demands was measured using the second version of the Copenhagen Psychosocial Questionnaire (COPSOQ) which refers to Pejtersen et al. (2010) and has been translated into Indonesian by Darydzaky & Radikun (2021) with a final total of 7 questions items and a reliability value of Cronbach's alpha ( $\alpha$ ) = 0.82. Perceived organizational support was measured using the Survey of Perceived Organizational Support developed by Eisenberger et al. (1986) and has been adapted to Indonesian by Limanda (2017) with a total of 16 items and a reliability value of Cronbach's alpha ( $\alpha$ ) = 0.86).

The data collection technique will be conducted online using a Google Forms link and distributed via WhatsApp. Each participant will start by reading the informed consent before deciding on their further involvement in taking part in the research and completing the measurement tools. After collecting the data, statistical analyses will be conducted using JAMOVI statistical software. The statistical models that will be used are descriptive statistics, Pearson correlation, and linear regression. The analysis is used to determine the extent of the relationship between the predictor variable, emotional job demands, and psychological well-being, with perceived organizational support as a moderator variable.

#### **D. RESULT AND DISCUSSION**

The total number of participants in this study was 102 nurses at Hospital X. Online questionnaires were distributed to participants over 5 days. This study was dominated by female nurses with a total of 78 people (76.5%), have worked for 3-4 years (42.2%), and 59 people were working in the 'Instalasi Rawat Inap' work unit (57.8%). The data on psychological well-being ( $M = 85.5$ ,  $SD = 8.66$ ), emotional job demands ( $M = 22.0$ ,  $SD = 4.51$ ), and perceived organizational support ( $M = 40.2$ ,  $SD = 7.87$ ) were normally distributed.

The correlation between variables shows that emotional job demands have a significant correlation with psychological well-being ( $r(173) = -0.31$ ,  $p < 0.05$ ). This means that H1 of this study is accepted, in which emotional job demands influence psychological well-being. The negative correlation between the emotional job demands and psychological well-being explains that the higher the score on the emotional job demands, the lower the score on the psychological well-being. However, perceived organizational support has no significant correlation with psychological well-being ( $r(173) = 0.19$ ,  $p > 0.05$ ). This means that H2 in this study is rejected.

There is no significant relationship between the interaction of emotional job demands and perceived organizational support on psychological well-being ( $b = -0.02$ ,  $p > 0.05$ ). This means that H3 in this study is rejected or perceived organizational support has no moderating effect on emotional job demands and psychological well-being.

#### **E. CONCLUSION**

This study aims to determine the relationship between emotional job demands and psychological well-being of nursing staff at Hospital X with perceived organizational support as the moderator. Based on the results described in the previous section, it can be concluded that emotional job demands have a significant and negative correlation with psychological well-being. This means that the higher the emotional job demands felt by nursing staff at Hospital X, can lower or decrease the condition of psychological well-being. The findings in this study are also in line with the findings of previous research (Brotheridge & Lee, 2002; Radikun, 2019) and Job Demands-Job Resources (JD-R) theory (Demerouti et al., 2001) which explains that

a decrease in employee psychological well-being can be caused by poor job characteristics, such as their job demands.

However, on the contrary, it was found that perceived organizational support did not moderate the relationship between emotional job demands and psychological well-being in nursing staff at Hospital X. Eisenberger et al. (2019) elaborated that although some studies show a buffering effect of perceived organizational support, further research is needed to understand the conditions under which buffering can occur. In a previous study, Baran et al. (2012) stated that perceived organizational support would be difficult to buffer when some burdens or pressures are immediate, acute, or highly specific to one's job. In addition, the correlation between perceived organizational support and psychological well-being was not significant in this study. Perhaps direct support from a supervisor or co-worker may be a more appropriate buffer.

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