Working Conditions as a Predictor of Employees' Well-Being in Selected Broadcasting Organisations in Southwestern Nigeria

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Abstract

The study examined the predictability of working conditions on the well-being of employees of selected broadcasting organisations in Southwestern Nigeria. It also assessed the differences in the well-being of these employees based on their form of ownership. A research questionnaire comprising of standardized instruments: the Copenhagen Psychosocial Questionnaire and the Work and Well-being Outcome Scale were used to generate data from the respondents. A sample of 412 employees in the eleven selected broadcasting organisations participated in the study. This study made use of both descriptive and inferential statistics such as frequencies, means, multiple regression, least squared difference, and Analysis of Variance (ANOVA) to analyse data. The results indicated that working conditions which is a compendium of various organizational factors within the selected broadcasting organizations significantly predicted employees' well-being of the selected organizations. Differences were also found in the well-being of employees of federal, state, and privately-owned broadcasting organisations as these employees are exposed to different physical and psychosocial work environments based on the level of structure and organization of tasks, activities, and the physical and human resources available to these organizations. The study concluded that having pleasant working conditions can play a crucial role in the retention of satisfied and loyal employees and the promotion of their all-round well-being.

Keywords: broadcasting organisations, employees' well-being, psychosocial, work environments, working conditions

Abstrak

Studi ini menguji prediktabilitas kondisi kerja terhadap kesejahteraan karyawan organisasi penyiaran terpilih di Nigeria Barat Daya. Penelitian ini juga menilai perbedaan kesejahteraan para karyawan berdasarkan bentuk kepemilikannya. Kuesioner penelitian yang terdiri dari instrumen standar: : The Copenhagen Psychosocial Questionnaire, *dan* The Work and Well-being Outcome Scale *digunakan untuk menghasilkan data dari responden. Sampel berjumlah 412 karyawan di sebelas organisasi penyiaran terpilih berpartisipasi dalam penelitian ini. Penelitian ini menggunakan statistik deskriptif dan inferensial seperti frekuensi, rata-rata, regresi berganda,* least squared difference*, dan* Analysis of Variance (ANOVA) *untuk menganalisis data. Hasilnya menunjukkan bahwa kondisi kerja yang merupakan ringkasan dari berbagai faktor organisasi dalam organisasi penyiaran terpilih secara signifikan memprediksi kesejahteraan karyawan di organisasi terpilih tersebut. Perbedaan juga ditemukan pada kesejahteraan karyawan organisasi penyiaran federal, negara bagian, dan swasta karena para karyawan tersebut dihadapkan pada lingkungan kerja fisik dan psikososial yang berbeda berdasarkan tingkat struktur dan pengorganisasian tugas, aktivitas, dan kondisi fisik. dan sumber daya manusia yang tersedia untuk organisasi-organisasi ini. Studi tersebut menyimpulkan bahwa kondisi kerja yang menyenangkan dapat memainkan peran penting dalam mempertahankan karyawan yang puas dan setia serta meningkatkan kesejahteraan mereka secara menyeluruh.*

Kata kunci: kesejahteraan karyawan, kondisi kerja, lingkungan kerja, organisasi penyiaran, psikososial,

Introduction

For an organisation to remain productive as a healthy business concern, it should concern itself with the well-being of its employees because the healthy state of the workers will translate to the healthy state of the organisation. It therefore means that when employees are not healthy enough through illnesses, sicknesses, ailments, and other absences from work due to ill health, it has implications for the overall success rates of the organisation. The most valuable assets of any business organisation are the people who devote their time, energy, and resources towards achieving the objectives of the organisation. It is individuals who are physically, mentally, and psychologically well that can ensure an organisation remains efficient and profitable in the immediate and long terms.

People want to perform to the best of their capabilities and capacities. The knowledge skills, strengths and other physical and mental characteristics that individuals possess can be deployed to ensure that they succeed in whatever kind of occupation they spend their waking hours to operate in. In order for employees to give their best to their organisations, they need to have sufficient sense of well-being by themselves and from the assurances given by the organisation.

It is expected that with a sustainable well-being system, an individual is able to develop his/her potential, work in a productive manner, show creativity at work, build positive relationships with other individuals within the community which can be societal or organizational communities. This will enable individuals to fulfill their personal, organizational, and social goals and that will help him/her to achieve a sense of purpose in life and general society. The well-being of an individual is very vital to an individual and those who are connected with him/her. Everyone who has ambitions and a balanced life orientation has to be concerned with the quality and quantity of well-being that he/she is able to experience at those places that he spends his everyday existence in.

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

The work environment is described as the aggregation of the living and working conditions that has the capacity to influence the life and health of the workers whilst performing their daily tasks, routines, responsibilities, and obligations. It consists of the lifestyle within the organisation, the culture and climate within, organisational values and beliefs, perception of quality, adherence to standard, perception of output both within and outside the organisation, current situation, changes (both personal and organisational), benefits, risks, and implications of these changes , and strategies for the promotion of workers' health in the organisation.

The majority of the workplace environments in developing countries are not up to the mark. Unfortunately, most firms consider a safe and healthy work environment to be an unnecessary expenditure and do not invest heavily in sustaining a comfortable working environment (Aghaji et al., 2021). The environment in which people work comprises several factors which introduce diverse dimensions to the understanding of people's health and well-being, which can cause sicknesses, diseases, ailments, stress, injuries, work accidents and exposure to hazards (Hafeez et al., 2019). The level of willingness by the workers to keep motivated, to be creative, to be well engaged with their colleagues at work, and to keep being loyal to their jobs are thus influenced by the physical and psychological factors that are present in their workplace environment.

The settings, arrangement, structure, and conditions of the physical workplace for individuals as well as the psychosocial working environment in which employees perform their responsibilities are

important to their well-being because it can affect them either positively or negatively. The atmosphere and design of their workplace as well as issues including but not limited to mutual trust, self-rated health, supervision, quality of leadership, social support from supervisors and colleagues which taken together are described as working conditions not only make employees to behave in certain ways, but significantly affects the way they feel about their workplace, and the level of health and well-being they experience as members of such organisations. According to Animashaun and Odeku (2014), the locations and physical surroundings as well as the organisational culture and values can all support, or undermine well-being at work.

Unfortunately, because of the various stringent economic conditions in Nigeria, the physical work environment in many federal and state-owned media organizations leaves much to be desired. Many have fallen in decrepit state due to negligence, lack of funds, misappropriation of funds, or a combination of other factors. This is also aided significantly by the prevalent unemployment pervading the country that makes people stick with their respective organisations in the face of potential hazards and risks to their lives, the disdain of the management executives, the regulatory agencies, and the not-so-concerned attitude of various labour unions to the plight of the workforce which has led to a very weak health and safety laws and regulations and the evident practices of such.

Important to say also that organisations are expected to institute organisational standard operating procedures and organisational etiquettes that are aimed at reducing the potentials for accidents, dangers, and emergencies, and general risks to health for the workers such that it increases the feelings of safety and security and the workplace, and reduces the anxiety levels likely to be experienced by workers in the discharge of their duties and responsibilities. This in itself makes people less likely to have accidents because they are no longer distracted by their anxieties (Ogbo & Ukpere, 2013). When the management of an organization therefore deliberately create a safe working environment for their staffers, as well as enshrining the collective sense of the social value working for such organization entail, it is possible for employees' feelings of satisfaction with their jobs to be increased. Ajila (2014) explained that how employees interpret their work environment will influence their level of motivation, what they learn on the job and eventually the individual work behaviour.

Individuals thus desire to work in a situation that guarantees their health and safety, one that is not inimical to their well-being and that which allow them to be able to enhance their performance in work and non-work settings, and have improved management of responsibilities and demands from the work and home front as well as other social circles one may be involved in. If an organisation is thus able to offer these particularly in a situation that allows the employees to work smarter, better, easier, and safer, there will be more willingness on their part to take and use initiatives and to offer extra efforts where necessary in delivering their tasks and assignments and show greater persistence when adversity arise as well as a strong belief in their ability to handle their numerous duties and obligations and to relate effectively with others be they superiors or subordinates.

In order to situate the study within global contexts, few scenarios from certain regions and countries is presented as such. According to Spoorthy et al. (2020), the most prominent conditions of working environment that prevails in the media industry in Pakistan include no proper sitting arrangement, noise, crowd and disturbance of people moving to the places, strict deadlines, organizational pressure, long working hours, unavailability of the separate washroom for ladies, not having fixed schedule of work, irregular payment of salaries and other emoluments, unavailability of health insurance, lack of social protection and job security, a stressful working environment, poor and ineffective lighting at the workplace as well as stringent organizational policies. The aforementioned conditions suffice enough to cause physical, mental, and psychological stress to these media employees, thereby exposing them to health hazards and issues of their well-being in dire straits.

Sabran and Abd Karim (2021) in their study on the Malaysian media space, observed that the factors affecting the well-being of media workers included time constraints and the complexity of production tasks, workplace relations, organisational leadership and current technological challenge. In furtherance

of their report, it was indicated that adhering to time-consuming work schedules was a significant challenge for employees in the media space. Having to deliver on their set targets and timelines, as well as working tirelessly to capture events and happenings within the broad socio-political and economic spectrum within and outside the country will thus create stress for them and a significant reduction in the time they spend with their families and the time to recover from their exhaustions and rejuvenate.

Also, in their study that addresses the workplace well-being and support systems for journalists in Germany and the United Kingdom, Simunjak and Menke (2021) opined that journalists in both countries seem to be bearing the brunt of care for their and their colleagues' well-being, engaging personal resources to deal with emotional challenges and offering emotional support to colleagues experiencing emotional strain, which contributes to unrelenting pressure.

Being exposed to varying degrees of occupational hazards by journalists is regarded as a global problem. Instances abound from various reports of the profession in various countries of the world with series of attacks being meted out on journalists, the extreme of which is paying the ultimate price with their lives. The Committee to Protect Journalists (CPJ) for instance in 2019 reported that up to 25 journalists were killed in various scenarios whilst in their line of duty. Top of the list of countries where journalists were most affected according to their reported were Syria and Mexico. The Lagos Chapter of International Press Centre reported that journalists and cameramen were beaten up whilst covering the 2020 ENDSARS Protest in Nigeria.

Whilst many accounts are available of the various conditions of work that employees in the media space are subjected to, it is obvious that these are the diverse occupational hazards that these employees encounter in the discharge of their responsibilities which have significant implications on the well-being they enjoy while putting in their physical, psychological, emotional, and mental resources into their work in order to earn a decent living. In the light of the foregoing, the study aims to discuss the broad spectrum of various organizational factors taken together as working conditions as they predict the quality and quantity of well-being that employees within the broadcast industries in the Southwestern part of Nigeria face. This also has further implications for the threats to their safety, harassment, intimidation, and limited press freedom. It is public domain the risks that journalists, broadcasters, and other categories of employees within the media space in Nigeria face while discharging their duties and covering various lines of topics such as daily occurrences, corruption, human rights abuses, general elections, politics, sports, and civil unrests, as well as international news items.

Statement of the Research Problem

The working conditions within which media workers function are becoming increasingly demanding and the factors within these work environments continue to pose challenges. In a report by The International Press Centre (IPC) and the Friedrich Ebert Stiftung (FES) based in Lagos in 2010 whose findings were also corroborated by Ajaegbu and his colleagues in 2015, part of their observations was that salary and general working conditions of journalists are a far cry from being adequate as such corruption and compromise are prevalent. Some of the report's observations are: that highly skilled personnel in recent times have started to shun employment in the media industry due to low pay and poor staff welfare conditions; there are long hours of work, tight time lines as well as maltreatment of television and radio producers and journalists in the hands of overzealous security agents, political thugs and criminals, persons with criminal intentions, and disgruntled elements in society are regular occurrences.

Eluka and Nwonu (2014) in their research opined that Nigerian workforce is the least motivated to work due to environmental and physical conditions confronting employees every day in their workplace. Physical facilities where provided are not adequately maintained for optimal utilization by the workers who need them for their convenience and comfort while at work. While the foregoing subsists, media workers are also faced with constant threat of sack, working with old and antiquated equipment and some others are under immense pressure to break the news first or to maintain and possibly improve the viewership/listenership among the teeming public. It, therefore, suggests that if

the conditions continually pose threat, danger, or any other bodily harm to them, their well-being, both on and off-the-job, may be impaired, thus prompting the research.

For instance, Chinweobo-Onuoha et al. (2021) posited that journalists face occupational hazards in the process of discharging their duties and in some instances have had to pay the supreme price for discharging their constitutional duties. They further reported in their study several instances where journalists and cameramen have been harassed, detained, or assaulted whilst covering the country's general elections or civil protests. This situation is not unique to the Nigerian media space alone.

The desire of the study is therefore tailored towards the Nigerian broadcasting organisations, in order to examine the extent to which working conditions (which include factors such as workload, job demands, organizational support, the physical and psychological environment of the workplace) predict the overall well-being of employees within the selected broadcasting organizations which include but not limited to journalists, broadcasters, producers, cameramen, engineers, technicians, drivers, and the like. By analysing the interplay between these variables, this research aims to provide valuable insights into strategies for enhancing employee welfare and organizational effectiveness in the ever-dynamic context of the media space. The study would also add to the growing body of literature on health and wellness implications of challenging work routines, working long hours without break, not having proper health facilities and health management systems, and consistently working under great pressure to meet organizational deadlines.

Objectives of the Study

The study aimed to deepen the understanding of working conditions, psychological capital, and employee well-being in the workplace. The specific objectives of the study were to

1. Examine the extent to which working conditions predict employees' well-being in the selected broadcasting organisations;

2. Assess the difference in the well-being of employees in federal-owned, state-owned and privately-owned broadcasting organisations.

Hypotheses

1. Working conditions will significantly predict employees' well-being in selected broadcasting organisations.

2. There is a significant difference in the well-being of employees of federal-owned, state-owned and privately-owned broadcasting organisations.

Methods

Research Design

The study adopted a descriptive research design. Survey method was used mainly through questionnaire to collect the data needed to analyse the focus of the study. Pre-survey visits were made to the selected broadcasting organisations to seek their interest and consent in participating in the survey. Information about these organisations had been sought on the internet plus others that their physical locations were in the know of the researcher and calls were put through to set up meetings. The participants were given the freedom of expression and completion in terms of a certain number of days expected to complete the questionnaire as directed by the link persons in each of these organisations. For each organisation it took around three weeks to be able to fully gather the data from the participants.

Research Instruments

Two standardized scales namely: The Copenhagen Psychosocial Questionnaire (COPSOQ II) and Work and Well-being Outcome Scale were used to generate information from the subjects on the variables under consideration in the study.

Copenhagen Psychosocial Questionnaire (COPSOQ II)

This questionnaire was aimed to measure working conditions in the selected organisations. The questionnaire used in the study was developed by the National Research Centre for the Working Environment (NRCWE), Copenhagen, Denmark and authored by Kristensen and Borg in 2007. The Cronbach alpha reliability reported for the COPSOQ in Pejtersen et al. (2010) reported for all the subscales involved ranged from .63 to .89. The general Cronbach Alpha reliability that was reported for the Copenhagen Psychosocial Questionnaire (COPSOQ) in this study was .83.

Work and Well-being Outcome Scale

The instrument used for measuring employees' well-being is the Work and Well-being Outcome Scale published by Quality of Working Life Ltd (www.qowl.com) of the Department of Psychology, University of Portsmouth (2008). A reliability range of .81 to .86 was reported for the scale after the component analysis by the authors of the scale. The questionnaire is structured in a 5-point Likert format which ranges from Strongly Disagree = 1 to Strongly Agree = 5. For the Work and Well-being Outcome Scale (WWO), the Cronbach Alpha reliability of .82 was reported in the study.

Results and Discussion

Results

Research Instruments

Eleven broadcasting organisations in Southwestern Nigeria were purposively selected based on their location in the state capitals. A nonprobability convenience sample was used in the study. It is thought that convenience sampling involves selecting respondents primarily on the basis of their availability and willingness to respond. 412 participants were drawn from the following broadcasting organisations. Nigerian Television Authority (NTA) Ibadan Zonal Office, Federal Radio Corporation of Nigeria (FRCN) Ibadan Zonal Office, Broadcasting Corporation of Oyo State (BCOS) Ibadan, Osun State Broadcasting Corporation (OSBC) Osogbo, Ogun State Television (OGTV) Abeokuta, Daar Communications Lagos and Ibadan, Continental Broadcasting Services Limited (CBS) Lagos, Fresh FM Ibadan (105.9FM), Space FM Ibadan (90.1FM), Splash FM Ibadan (105.5FM), and Petals FM Ibadan (102.3FM).

The **Table 1.** below section presents the demographic profile of the sample, showing the sample distribution in terms of gender, age, level of education, department, level in the organisation, length or service and the types of organisations.

Table 1. Sample Responses to the Rolnow Survey

Variable	Group	Frequency	Percentage
Gender	Male	215	52.2%
	Female	197	47.8%
Level of Education	Secondary	44	10.6%
	OND	45	10.9%
	HND/B.Sc	269	65.3%
	Masters	48	11.7%
	Ph.D	6	1.5%
Department	Administration	31	7.5%
	News/Current Affairs	155	37.6%
	Programmes	105	25.5%
	Marketing/Commercial	70	17.0%
	Engineering/Technical	42	10.2%
	Finance	9	2.2%
Level in the org.	Junior cadre	151	36.7%
	Intermediate	182	44.2%
	Senior cadre	79	19.2%
Length of Service	0-5 years	220	53.4%
	6-10 years	89	21.6%
	11-15 years	51	12.4%
	16-20 years	19	4.6%
	21-25 years	21	5.1%
	26-30 years	9	2.2%
	31-35 years	3	0.7%
Organisations	Privately-owned	104	25.2%
	State-owned	131	31.8%
	Federal-owned	177	43.0%

The **Table 1.** showed that 215 (52.2%) were male, and 197 (47.8%) were females. While the study's respondents had a slightly higher percentage for males, it could be pointed out that the media industry in Nigeria had worked assiduously over the years to bridge the gender divide as more women have been given opportunities and employment in various sectors within the media in Nigeria.

It was also shown that 44 (10.6%) had secondary school education, 45 (10.9%) also had OND, while 269 (65.3%) had either HND or B.Sc, and 48 (11.7%) and 6 (1.5%) had Masters and Ph.D respectively. The largest proportion of the respondents had Higher National Diplomas or B.Sc Degrees. This is due to the fact that the nature of the industry requires that most of the workers needed to possess basic graduate degrees to be able to function effectively. It is an industry that prides itself on how well it is able to communicate effectively and parsimoniously with the generality of the masses who subscribe to their services.

The table revealed that 31 (7.5%) work in the Administration Department, 155 (37.6%) were in the News and Current Affairs, 105 (25.5%) were in the Programming Department, while 70 (17.0%), 42 (10.2%), and 9 (2.2%) were in Marketing/Commercial, Engineering/Technical, and Finance Department respectively. The departments with the higher percentages were the News/Current Affairs and Programmes. These are the departments that mostly connect with the public. They are also the departments that are at the core of the work in a media establishment. This is closely followed by those in Marketing who seek out adverts, promotions, and sponsorships for their programmes and events.

It also showed the work level of respondents that 151 (36.7%) were Junior workers, 182 (44.2%) were on the Middle/Intermediate level while 79 (19.2%) were on the Senior level. The junior and intermediate levels in the organisations had greater number of respondents and this suggests the constellation of young adults and middle-aged adults who had just joined the work or who had not spent so many years on the job like those in the Senior category.

In terms of the length of service the respondents had spent on the job, 220 (53.4%) were on 0-5 years, 89 (21.6%) had spent 6-10 years. 51 (12.4%) had spent 11-15 years while 19 (4.6%) had spent 16-20 years. 26-30 years had been spent by 9 respondents (2.2%) while 3 (0.7%) had spent 31-35 years in their respective jobs. The largest category of respondents in the study were those who have spent 0-5 years. Media employees are somewhat in a constant flux of movement because there is competition for the best hands, and so media workers can choose to go to an organisation they believe will pay them more, offer them more control of their time, or meet their expectations more than their current employers. They could also be shown the exit door by their proprietors or boards for flimsy reasons, personal reasons, or no reasons at all. Finally, it was revealed that 104 (25.2%) of the respondents are from the privately-owned organisations, while 131 (31.8%) are from the state-owned organisations, and 177 (43.0%) are from the federal-owned organisations. This shows that government (both federal and state) is a higher employer of labour in the media industry.

Hypothesis One

Hypothesis one states that working conditions (items i-xxviii) will significantly predict employees' well-being in selected broadcasting organisations. The hypothesis was tested using Multiple Regression.

Table 2. R-Square

R	R^2	Sig	P
.546	.298	.001	<.05

Based on **Table 2.** It can be seen that the R-Square (R^2) is .298 or 29.8%. This means that the proportion of variance in the dependent variable of employee well-being can be predicted by emotional demands, possibilities for development, meaning of work, commitment to the workplace, quality of leadership, sense of community, job satisfaction, social support from supervisor, social support from colleague, justice and respect, quantitative demands, influence of work, predictability, role clarity, role conflicts, rewards, work pace, work-family conflict, trust regarding management, mutual trust between employees, self-rated health, burnout, sleeping troubles, stress, sexual harassment, threats of violence, physical violence and bullying. Therefore taking these dimensions together as factors that culminate in the working conditions of employees in the selected organisations, it is thus posited that the hypothesis which stated that working conditions will significantly predict employee's well-being in selected broadcasting organisations is accepted.

Table 3. Summary Table of Regression

Variables	Beta (β)	T	P
Quantitative demands [i]	.011	.190	>.05
Emotional demands [ii]	.011	.191	<.05
Influence at work [iii]	.022	.383	>.05
Possibilities for development [iv]	.059	.945	<.05
Meaning of work [v]	.119	2.004	<.05
Commitment to the workplace [vi]	.089	1.575	<.05
Predictability [vii]	-.074	-1.310	>.05
Role clarity [viii]	.022	-.382	>.05
Role conflicts [ix]	.031	.533	>.05
Quality of leadership [x]	.100	1.733	<.05
Sense of community [xi]	.151	2.957	<.05
Job satisfaction [xii]	.005	.095	<.05
Rewards [xiii]	.117	1.959	>.05
Work pace [xiv]	.010	.166	>.05
Social support from supervisor [xv]	.009	.161	<.05
Social support from colleague [xvi]	-.049	-.914	<.05
Work family conflict [xvii]	-.072	-1.252	>.05
Trust regarding management [xviii]	-.037	-.526	>.05
Justice and respect [xix]	.037	.533	<.05
Mutual trust between employees [xx]	.009	.149	>.05
Self-rated health [xxi]	.035	.720	>.05
Burnout [xxii]	-.041	-.502	>.05
Stress [xxiii]	.072	1.129	>.05
Sleeping troubles [xxiv]	-.010	-.124	>.05
Sexual harassment [xxv]	-.112	-1.746	>.05
Threats of violence [xxvi]	.038	.409	>.05
Physical violence [xxvii]	-.146	-1.404	>.05
Bullying [xxviii]	-.083	-1.086	>.05

The result presented in the **Table 3.** revealed that emotional demands (β =.011; t=-.191, p<.05), possibilities for development (β=.059; t=.945, p<.05), meaning of work (β=.119; t=-.2.004, p<.05), commitment to the workplace (β=.089; t=1.575 p<.05), quality of leadership (β=.100; t=1.733, p<.05), sense of community (β=.151; t=2.957, p<.05), job satisfaction (β=.005; t=.095, p<.05), social support from supervisor (β=.009; t=.161, p<.05), social support from colleague (β=.049; t=-.914, p<.05), and justice and respect (β=.037; t=.533, p<.05) significantly independently predict employees' well-being.

Result of quantitative demands also revealed, (β=.011; t=.190, p>.05), influence at work (β=.022; t=-.383, p>.05), predictability (β=-.074; t=-1.310, p>.05), role clarity (β=.022; t=-.382, p>.05), role conflicts (β=.031; t=.533, p>.05), rewards (β=.117; t=1.959, p>.05), work pace (β=.010; t=.161, p>.05), work family conflict (β=-.072; t=-1.252, p>.05), trust regarding management (β=-.009; t=-.149, p>.05), mutual trust between employees (β=-.009; t=-.149, p>.05), self-rated health (β=-.035; t=-.720, p>.05), burnout (β=-.041; t=-.502, p>.05), sleeping troubles (β=-.010; t=-.124, p>.05), stress (β=-.072; t=1.129, p>.05), sexual harassment (β=-.112; t=-1.746, p>.05), threats of violence (β=-.038; t=.409, p>.05), physical violence (β=-.146; t=-1.404, p>.05), and bullying (β=-.083; t=-1.086, p>.05), did not significantly independently predict employees' well-being.

Hypothesis Two

Hypothesis two states that there is a significant difference in the well-being of employees of federal-owned, state-owned and privately-owned broadcasting organisations. The hypothesis was tested using the One-Way Analysis of Variance (ANOVA).

Table 4. Summary Table of Descriptive Analysis Showing the Mean and Standard Deviation of the Organisations

Organisations	N	Mean	Standard Deviation
Privately-Owned	104	70.61	12.84
State-Owned	131	78.05	14.53
Federal-Owned	177	70.14	17.02

Table 5. Summary Table of Multiple Comparisons Showing the Differences in Organisations on Employees' Well-Being

(I) Organisations	(J) Organisations	Sig.	P
Privately-Owned	State-owned	.011	<.05
	Federal-owned	.803	>.05
State-Owned	Privately-owned	.011	<.05
	Federal-owned	.009	<.05
Federal-Owned	Privately-owned	.803	>.05
	State-owned	.009	<.05

Table 6. Summary Table of One-Way ANOVA Showing the Difference of Organisations on Employee Well-Being

Variables	Sum of Squares	df	Mean Square	F	P
Between Groups	5361.787	2	2680.894		
Within Groups	95457.807	409	233.392	11.487	<.05
Totak	100819.095	411			

The result on the **Table 4.** revealed that there is a significant difference between the well-being of employees in the privately-owned broadcasting organisations ($\overline{X}$ = 70.61, SD = 12.84, P<.05) and state-owned broadcasting organisations ($\overline{X}$ = 78.05, SD = 14.53, p<.05) and there is no significant difference between the well-being of employees in privately-owned broadcasting organisations and those in federal-owned ($\overline{X}$ = 70.14, SD = 17.02, p>.05). Furthermore, the result revealed that there is a significant difference between the well-being of employees of state-owned broadcasting organisations ($\overline{X}$ = 78.05, SD = 14.53, p<.05) and those of the federal-owned ($\overline{X}$ = 70.14, SD =17.02, p<.05).

Finally, the result on the **Table 6.** One-way ANOVA revealed that there is a significant difference in the well-being of employees of federal-owned, state-owned, and privately-owned broadcasting organisations (F (2, 409) = 11.487, p<.05). Therefore, the hypothesis which states that there is a significant difference in the employee well-being of federal-owned, state-owned, and privately-owned broadcasting organisations is accepted (**Table 5.**).

Discussion

Hypothesis one which states that working conditions will significantly predict employees' well-being was tested using multiple regression analysis and the hypothesis was accepted. The findings of this study opine that working conditions which the employees operate in have a significant prediction on the well-being they enjoy from their work. When the work environment is conducive, it ensures the well-being of employees which enable them to exert themselves to their roles with all vigour that will translate to higher productivity both personally and in the attainment of organisational goals. It is important to say that adults spend the greater part of their waking hours at work and what happens to them at work has a significant impact in the other domains of their lives, hence if they are not feeling well at work, it does translate to other spheres of their personal lives.

It therefore implies that the quality of the working environment (physically and psychologically) in any organisation is a critical factor that may subsequently determine the level of employees' motivation, performance, productivity, and overall well-being. When employees get along with their organisation, it influences their enthusiasm to work, reduces error rate, improve their ability to work and to remain on the job and with the organisation, the level of their innovation and collaboration with other employees both within and outside the organisation.

It is known that good working conditions foster and reinforce quality of work life. The affluent working conditions which employees in private broadcasting organisations enjoy that those in government-owned broadcasting organisations are fully aware of compound the woes and further hamper performance. The working conditions prevalent in government-owned broadcasting organisations have in times past received flaks and condemnation as being below par, unsustainable and the justification for counterproductive conducts by the workers within. Work stoppages, low productivity, high turnover, low morale and apathy are the factors that bedevil the high expectations of the public on the performance of government media houses. And these are what the private media organisations work tooth and nail to prevent them from happening to them or their workers.

These findings gain support from the work of Nsereka (2016) in his study that looks at the challenges that public and private television stations that are in Nigeria face, by comparing the Nigerian Television Authority (NTA) (a federal-owned station) with Africa Independent Television (AIT) (a privately-owned station). He reported that increased news commercialization, harsh economic terrain, as well as impediment to the process and strategies of pushing for national development through technological advancement and infrastructure were part of the problems that face television broadcasting in the country. It therefore adds to the concerns of public broadcasters in that it is becoming increasingly difficult for these broadcast stations to disseminate information effectively, accurately and on time, and also without the added colouration in the minds of the citizens that they are only acting as the mouthpiece of the government of the day.

It is further opined that whether a media organization is state or federal government-owned, the future of television broadcasting can hardly be predicted because most television stations over the years have sacrificed public and national interest for the pecuniary of news commercialization and desire to break news first, which is likely to affect the overall national development. All of these issues identified have significant influence on the performance and productivity of the employees working for these organisations and by extension the degree to which they feel well and are actually well. There is therefore an underlying tone of the employees resorting to fate and to just play along at least so long as they still have a job and are not roaming the streets.

Cases of government interferences sometimes diminish the professionalism of broadcasters and employees in federal-owned broadcasting organisations. An example is the proliferation of Nigerian Television Authority (NTA) stations in every state capital and major cities which is assumed to be more about politics (of wanting federal government representation in the location of NTA stations) and which stretches the capabilities, effectiveness and resources of the NTA network. Some players within the industry space in Nigeria also feel that the technology used in broadcasting is not quite up to par with foreign broadcasters who possess far superior broadcasting technologies and personnel. In fact,

many of the facilities being used could be classed as obsolete with some falling into states of disrepair and disuse.

While this is the case for the NTA, this could also be said of state-owned media in the country as well. State-owned media have been considered to be in the pocket of the sitting governor of that particular state. Most citizens believe that the coverage of programmes in these broadcasting houses is tended towards serving the interest of the governor. They tend to suffer from credibility issues and political interference in their programmes line-up, and the workers who ply their trade in these organisations just tag along in the events within these organisations. There is the term that is colloquially used to describe state media i.e., AGIP meaning 'any government in power'. The interpretation of this statement is that state-owned media would serve the interests of the government that is currently in power at any given time.

With the popularity, technology, and wider coverage of Pay Television platforms such as the DStv, the problems facing public broadcasters have become really huge. They are not able to compete favourably for (economically, technologically, in terms of the quality of human resources available or modern connectivity) and command audience as much as these pay-television platforms command these days. In fact, in a technologically-driven broadcasting world as we have today, almost all the public broadcasters in Nigeria save the exceptions of the well-advanced private media houses cannot amass the kind of viewership that these platforms possess.

Lack of new technological innovations in this dispensation of broadcast have overshadowed the old media through the use of internet and satellite technology as well transmission through social media platforms which a wider audience and meets the entertainment and informational needs of this current generation of teenagers and young adults. All these have significant impact on the well-being of those who work in these organisations because they can feel frustrated and despondent at the level of stagnation and redundancy that exist in those old media houses, who have not been able to break away from the old days of broadcast capabilities.

According to Sabran and Abd Karim (2021), in the wake of media convergence and social media, media organisation adopted social media platforms as a new wing for marketing and promotions. The safety threat from an online community and legal enforcement contributed to several communication challenges. In the era of citizen journalism as we are right now where anyone with a smartphone has become a journalist, cynical commentaries or feedbacks, or deliberately distorting the truth, such as those perpetuated by various blogs, becomes a form of threat to media workers whilst attempting to sieve out noise from the truth of the stories they cover. This pressure on the desire to break news first, to uphold the truth, or to debunk falsehood therefore places huge demands on traditional media houses who have to context with new and emerging companies and media alternatives who have arrays of digital platforms to project their work. This becomes all the more imperative to media houses because the impact of digital technologies such as the use of the algorithm, software, programming, and data-processing techniques by media organisations to determine news/ story leave a massive gap among media workers, especially in many developed countries of the world (Jamil, 2020).

Hypothesis two which states that there is a significant difference in the well-being of employees of the selected broadcasting organisations was also accepted. The results showed that there was a difference among the selected broadcasting organisations based on their ownership i.e. federal-owned, state-owned and privately-owned. It was further discovered that the well-being of employees of privately-owned was different to those in the state media; that there was a difference between the well-being of those in state media and federal; and that there was no significant difference between the well-being of employees of both privately-owned media and their federal counterparts.

The plausible explanation for this is that for the employees of federal-owned broadcasting organisations, there is the inherent confidence of job security, career progression and the psychological status of being a federal government worker while for the privately-owned organisations there is the opportunity of working in a place where there is provision of modern technological facilities and better

conditions of service, improved salaries, and better welfare packages which promote health and well-being.

Furthermore, it could be said that the conditions of service for the public broadcasters are relatively the same because they are owned and funded by governments who are themselves economically challenged. In the current state of dire economic stagnation and recession that presently grips the Nigerian society, public broadcasters are therefore faced with these challenges at a humongous scale. The many challenges that currently plague public broadcasters in Nigeria may therefore be the reason why many broadcast consumers may prefer the privately-owned broadcast organisations to the government-owned ones which has degenerated to a less effective platform for the news, sports, entertainment, arts and culture contents and the likes that people desire to more of government propaganda machineries. The aforementioned thus takes its toll in the similarities and differences in the well-being of employees of these broadcasting organisations and even on the overall output of those organisations.

The findings of the study point out that investing in workplaces that promote health, wholeness, and vitality is essential to increasing productivity, to boost morale, and to retain the best hands. Because working for a productive adult is not just work, it is an important determinant of self-esteem and personal identity. Employees who identify strongly with their organisation based on the well-being they enjoy demonstrate positive attitudes and behaviours towards the organisation for which they work. A strong identification with the organization on the part of the employee leads to higher levels of well-being, more commitment, desire to do extra on behalf of the organization and a reduction in their intentions to leave the organization.

Well-being is an immediate and instant feeling that can only be measured in terms of presence and currency. It is not based on the number of years that an individual has spent on the job. Employee well-being therefore hinges on overcoming personal crisis, family problems, and workplace problems. Removing these problems leads to healthy and more productive years of service to the employees. Well-being for the employee is therefore creating a lifestyle aimed at achieving and maintaining the individual's good health. It is more than just not having physical and psychological illness, but also involves general psychological capability to encounter challenges and stressors in life (borrowing the words of Ryff & Singer, 2006).

While there are similarities and differences in the well-being of the employees of the selected broadcasting organisations, it is important to point out that the conditions at work in these organisations are important predictors of these similarities and differences. This lends credence to the fact that employees are seen as or can be a source of competitive advantage for their respective organisations and if these organisations ensure that they provide sufficient support by considering their employees' well-being and valuing their contributions, then the employees will be more satisfied, committed, and want to remain with their organisations.

Suggestion

Based on the findings of the study, the following recommendations are made. It is important to point out that if government-owned media is going to improve on its credibility and viewership, government should as a matter of urgency improve on the provision of funding and subventions for their broadcast organisations. This would go a long way in eradicating the challenges of communication, poor management, poor programme quality, poor working conditions, dilapidated buildings, equipment and facilities.

Media organisations should effectively plan their schedules and activities in order for their employees to close on time, get enough sleep, have time for family bonding, and create seamless avenues to resolve work-family conflicts, install and maintain family-friendly policies. Operators and proprietors of these broadcasting organisations should ensure that employees work easier, safer, better,

smarter and not necessarily harder to ensure they get the best out of their employees without the unnecessary incessant worries about their health, safety and well-being.

Media organisations should endeavour on proper care for the welfare of their staff. Provisions of decent transportation, feeding and accommodation allowances to their staff members whenever they are sent on assignments will encourage them and even other prospective individuals. The salaries offered should be the one that can 'take them home' and effectively meet their needs to make them comfortable. Meagre salaries particularly in the face of instability in the national and personal economies can only succeed in producing frustrated workers who will be ready to do just anything to survive.

Government-owned media should accept the challenge from privately-owned media and upgrade its mode of operation, in staffing, programme packaging and in delivering world-class television and radio contents. The directors and executives of these organisations should ensure they create an enabling environment for workers' abilities, capacities, and capabilities to thrive. Media is a powerful tool that affords both the operators and consumers immense benefits particularly when we are now in the era of digitization and advanced information and communication technology.

Broadcast stations, particularly privately-owned, should, as far as practicable, dissociate themselves from biased programming, such that indicate vested political and economic interests in certain individuals or organizations. They should rather provide balanced and fair reporting and programming through granting access to all shades of opinions, views, and comments irrespective of political, economic or social leanings. In doing so, they would be seen to be performing true to expectation as the fourth estate of the realm, in their social roles as neutral observers, participants or advocates, watchdog of all kinds of public life, whilst providing platforms for diverse voices within the society, and a responsible and honourable guardian of public order and morals. This is going to significantly improve the credibility and viewership of these broadcast organisations, and by extension help the cause of the individuals who ply their trades in them.

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