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Association Of Workplace Culture, Stress and Depression Among Civil Servants in The Ministry of Health, Akure, Ondo State

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Abstract

Organizational work culture is a construct that is seen to exist in every single organization, association, and group that seeks to carry out one form of work or the other. Civil servants also experience particular types of work culture which if not properly observed, managed and evaluated could lead to the existence of depression and stress among these workers. Literature suggests that Organizational work culture and job environment is major predictors of depression and stress that could exist in work staff and employees. This study adopted the use of Purposive sampling technique and a total of 242 civil servants from the Ministry of Health in Akure, Ondo state were selected for this study, Zung Self-rating Depression Scale, Perceived Stress Scale and Organizational Culture Assessment Scale were used for data collection for this study. Regression and independent-t-test were used to test for the hypothesis of this study. This study revealed that the prevalence of depression was 9% and stress 23% among the participants. Factors of organizational work culture types (Clan, Adhocracy, Market and hierarchy) jointly significantly predicted depression among the participants [F $(4,237)$ =6.06, P<.01]. Factors of organizational work culture (Clan, Adhocracy, Market and hierarchy) types also jointly significantly predicted stress among civil servants in the Ministry of Health in Ondo state [F= $(4, 237)$ =17.95,P<.01. Findings also revealed that gender difference and age had no significant influence on depression and stress among the participants .The conclusions drawn proved that there was a significant relationship between organizational work culture,

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depression and stress among civil servants in Ondo state metropolis and therefore the work culture practiced in the civil service must be revised and put in evaluation constantly. Furthermore, continuous effort must be made to identify factors that can trigger depression and stress among workers aside from the work culture in an organization alone.

Keywords: Organizational work culture, depression, stress, civil servant.

Introduction

In Nigeria today, four in five employees are at high risk of Mental health issues and 8 % of Nigerian Employees had increased risk of developing depression, making Nigeria the highest country with a caseload of depression in Africa according to this statistic given by the World health organization in 2020 (Obokoh,2020). Depression (Major Depressive Disorder) is a common and serious medical illness that negatively affects how you feel, think and act (American Psychiatry Association, 2021). Affecting more than 264 million people Worldwide, it is characterized by persistent sadness and a lack of interest or pleasure in normally enjoyable activities.

Stress is defined as any type of change that causes physical, emotional or psychological strain. It is your body's response to anything that requires attention or action (Scott, 2020). There is however an unavoidable link between stress and depression that is traced to long term chronic stress as the footstool. It is a salient and recognizable fact among citizens of Nigeria that Work is a central part of your lives and more so the level of job/work stress observed among employees can lead to depreciating employee work Performance.

According to Louis Allen, "Organization is the process of identifying and grouping work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives." . Work culture is defined as a collection of values, expectations and practices that guide and inform the action of all team members (Wong, 2020).

As earlier stated, the World Health Organization in 2020 reported that 8% of Nigerian employees had an increased risk of developing depression and a study conducted in 2020 showed that employees

with more work experience showed a higher level of occupational/work stress in organizations (Obokoh,2020). .

Depression is a significant public health problem, and at a prevalence rate of 3.9%, According to the world health organization one in four Nigerians; about 50 million people are suffering from some sort of mental illness (Adjure, 2022) Depression is the leading cause of disability worldwide and is a major contributor to overall global burden of disease (World Health Organization, 2021) Depression has affected globally an estimate of 3.8% of the population affected , 5.0% among adults are affected and 5.7% among adults older than 60 years (World Health Organization, 2021). Approximately 280 million people in the world had depression in 2021 (World Health Organization, 2021). In Africa, 5.95% of females suffer from depression, compared to 4.9% among males. It was also pointed out that gender differences emerge at the age of 12 with girls and women being twice and more as likely as men to experience depression (Schimelpfening & Snyder, 2020) .0ver 700,000 people die due to suicide every year (World Health Organization, 2021) The median age of depression onset is 32.5 years old. (Morin & Gans, 2022)

Suicide is the fourth leading cause of death in 15–29-year-old (World Health Organization, 2021). The prevalence of adults with a major depressive episode is highest among individuals between 18 and 25 (Morin & Gans, 2022). 11.3% of adults who report two or more races have experienced a major depressive episode in the past year. (Morin & Gans, 2022) Although there are known effective treatments for mental disorders more than 75 % of people in low- and middle-income countries like Nigeria receive no treatment due to barriers to effective care such as; lack of resources, lack of trained health care providers and social stigma (World Health Organization, 2021). Women (10.4%) were almost twice as likely as were men (5.5%) to have depression (Pratt & Hughes, 2018). About 80% of adults with depression reported at least some difficulty with work, home, and social activities because of their depression (Pratt & Hughes, 2018). According to a 2022 study carried out by primary health care in Lagos it showed that the rate of depression in primary care which is a subset of the civil service in Nigeria is high. Screening for all primary care attendees for depression will be an important step towards scaling up mental health services in Nigeria and other developing countries (Legg & Gabbey, 2020). According to a study carried out on health workers in Enugu state in 2015, A total of 46 of the 309 workers (14.9%) were found to be depressed. Of the health workers found to be depressed, there were more females (18.0%) than males (8.7%).

Materials and Method

Adopting the purposive and stratified sampling technique, 242 participants were recruited through the aid of questionnaire as a sample for the study.

Research Instrument

Three standardized research instruments were used for data collection. They include: Zung's model for depression, the Zung Self-Rating Depression scale measures psychological and somatic symptoms linked to depression (Edelstein et al., 2010). This scale also called (SDS) meaning Self-rating-depression scale is a 20-item measure, with each item rated on a 4-point scale, ranges for mild to moderate depression, moderate to severe depression, and severe depression are 50–59, 60–69, and over 70 (Edelstein et al., 2010). The scale has internal reliability (Cronbach alpha) of .82, with a split-half reliability of .79 (DeJonghe & Baneke, 1989).

Perceived Stress Scale (PSS) is a 14-item self-report scale widely used to assess the degree to which situations in one's life are appraised as stressful (Cohen et al., 1983). As a global stress measure, the PSS items are general in nature rather than event-specific and it evaluates the extent to which individuals perceive their lives to be unpredictable, controllable and overloading (Cohen et al., 1983) The PSS-10 has good internal reliability of (Cronbach's alpha 0.84), and has good construct validity with anxiety ($r = 0.68$), depression ($r = 0.57$), and mental/physical exhaustion ($r = 0.71$) (Nordin & Nordin, 2013).

Organizational Culture Assessment Scale Cameron and Quinn in 1999 introduced the modified version of the instrument named OCAI based on the Competing value framework (Cameron & Quinn, 1999). The questionnaire includes 24 items divided into four subscales labeled clan, adhocracy, market, and hierarchical. The scale has good reliability with Cronbach's alpha coefficients ranging from 0.6 to 0.8 in both current and expected culture. Regarding its validity, the translated version of OCAI showed a fairly good fit, with most of CFA loading factors of less than 0.60.

Results

Test of relationship

Table 1: Multiple Correlation Analysis Showing Relationships among the Study Variables

Variables	1	2	3	4	5	6	7	8	9
1. Age	1								
2. Gender	-.10	1							
3. Academic Level	.33**	.20**	1						
4. Job Tenure	.70**	.02	.36**	1					
5. Clan	.02	-.14*	-.24**	-.00	1				
6. Adhocracy	.09	.20**	-.05	.14*	-.10	1			
7. Hierarchy	-.18**	.17**	.14*	-.06	-.31**	-.49**	1		
8. Depression	-.07	.02	-.10	-.05	-.02	.26**	-.22**	1	
9. Stress	.07	-.05	-.13	.01	.01	.33**	-.37**	.37**	1
Mean	38.63	-	-	10.95	25.21	23.62	25.22	44.55	18.54
SD	8.53	-	-	7.40	5.76	5.31	6.16	5.07	5.15

The result in Table 1 shows the relationship among the study variables. This establishes the ground for the test of hypotheses and also reveals the variables that could relate to the dependent factors in the study. It was noted that Clan work culture has no significant relationship with depression [r (240) =-.02, p.>.05] also Clan work culture did not significantly correlate with stress [r (240) =.01, p>.05]. However, Adhocracy work culture significantly predicts depression [r (240) =.26, p<01] and stress [r (240) =.33, p<.01] among civil servants in Ondo state such that, the higher the level of Adhocracy work culture, the more depression and stress increases likewise the lower the level of Adhocracy work culture, the lower the level of depression and stress. It was also observed in the table above that the relationship between hierarchy work culture and depression [r (240) =-.22, p<.01] hierarchy work culture and stress [r (240) =-37, p<.01] was negatively significant. This implies that the higher the level of hierarchy work culture, the lower the level of depression and stress, the lower the level of hierarchy work culture, the higher the level of depression and stress.

Among the socio-demographic factors, age had no significant relationship with depression [r (240) =-.07, p>.05] and stress [r (240) =.07, p>.05]. Gender also had no significant relationship with depression [r (240) =.02, p>.05] and stress [r (240) =-.05, p>.05], Academic level had no significant relationship with depression [r (240) =-.10, p>.05]and stress [r (240) =-13, p>.05]. Job tenure had no significant relationship with depression [r (240) =-.05, p>.05] and stress [r (240) =.01, p>.05]. In conclusion, this shows that socio-demographic

factors applied in this research have no significant influence on the level of depression and stress among civil servants in Ondo state.
Hypotheses One

There will be a significant relationship between Organizational work culture and depression among civil servants in Ondo state metropolis. Multiple Regression Analysis was employed to test the prediction of Organizational work culture on Depression. The results are presented in table 2

Table 2 Multiple Regression Analysis showing Organizational work culture predicting Depression

Predictors	B	T	p	R	R^2	df	F
				.31	.09	4, 237	6.06**
Clan	-.19	-1.75	> .05				
Adhocracy	.06	.54	> .05				
Market	-.19	-1.78	> .05				
Hierarchy	-.29	-2.51	< .05				

Note: ** $p < 0.01$

Considering the joint prediction of Organizational work culture on depression in reference to the results in Table 2, it was observed that Organizational work culture (Clan, adhocracy, Market and hierarchy) significantly predicted depression among the participants [F (4,237) = 6.06, p < 0.01]. Also, the R^2 of .09 indicates that 9% of Depression among the workers is accounted for by organizational work culture. Based on this we accept the hypothesis which states that there will be a significant relationship between organizational work culture and depression among civil servants in Ondo state metropolis. The beta contributions of the dimensions show that clan work culture did not significantly predict depression among civil servants in Ondo state ministry of health [β=-.19, t=-1.75, p>.05], it also further showed that Adhocracy work culture [β=.06, t=.54, p>.05] and Market work culture [β=-.19, t=-1.78, p>.05] did not also significantly predict depression. However, hierarchy work culture significantly predicted depression among civil servants in the ministry of health in Ondo state [β=-.29, t=-2.51, p>.05] this implied that the higher the level of hierarchy work culture, the higher the level of depression among civil servants. The lower the level of hierarchy work culture, the lower the level of depression among civil servants in the ministry of health in Ondo state.
Hypothesis Two

Organizational work culture will have a significant influence on stress among civil servants in Ondo state metropolis

Multiple regression analysis was employed to test for the influence of Organizational work culture on stress. The results are presented in table 3

Table 3: Multiple Regression Analysis Showing Organizational work culture predicting Stress

Predictors	β	T	P	R	R^2	df	F
				.48	.23	4, 237	17.95**
Clan	.27	2.73	< .05				
Adhocracy	.49	5.01	< .05				
Market	.44	4.45	< .05				
Hierarchy	.06	.54	> .05				

Note: ** $p < 0.01$, * $p < 0.05$

Considering the joint prediction of Organizational work culture which includes;(Clan, Adhocracy, Market and Hierarchy) on stress in reference to the results in Table 3 it was observed that Organizational work culture significantly predicted stress experienced by civil servants in the ministry of health, Ondo state [$F = (4,237) = 17.95$, $p<.01$]. Also R^2 of .23 indicates 23% of stress is accounted for among the workers by organizational work culture .Based on this we accept the hypothesis which states that Organizational work culture will have a significant influence on stress among civil servants in Ondo state metropolis .The beta contributions of the dimensions show that Clan work culture significantly predicted levels of stress among civil servants in the ministry of health in Ondo state [$β=.27$, $t=2.73$, $p<.05$] This implies that the more civil servants are exposed to clan work culture, the higher their level of stress. The less they are exposed to clan work culture, the lower their stress level. Adhocracy work culture also significantly predicted stress among civil servants in the ministry of Ondo state [$β=.49$, $t=5.01$, $p<.05$] this shows that the more civil servants are exposed to adhocracy work culture, the higher their stress level likewise the lesser exposure to adhocracy work culture, the lower their stress level.

Furthermore, Market work culture also significantly predicted stress among civil servants in Ondo state [$β=.44$, $t=4.45$, $p<.05$], thus it shows that the more exposed civil servants are to market work culture, the higher the stress level, the less exposed they are to market work

culture the lower their stress level. However, hierarchy work culture did not significantly predict the levels of stress among civil servants in the ministry of health in Ondo state [β=.06.t=.54, p>.05]

Hypothesis Three

Gender difference will significantly predict depression among civil servants in Ondo state metropolis.

Table 4: Independent T-test Showing the influence of gender on depression and stress

Dependent Factors	Gender	N	Mean	SD	df	t	P
Depression	Male	110	44.46	4.723	240	-.25	> .05
	Female	132	44.63	5.362			

It is indicated in Table 4 that gender had no significant influence on the level of depression among civil servants in the ministry of health, Akure, Ondo state. [t= [242] =-.25, p> .05]. This implies that Male Civil servants (M=44.46.SD=4.723) do not differ in their experience of depression compared to female Civil servants (M=44.63, SD=5.362), this means that gender had no influence on depression. This result negated the formulated hypothesis 3, therefore it was rejected.

Independent T-test Showing the influence of gender on depression and stress

Dependent Factors	Gender	N	Mean	SD	Df	t	p
Stress	Male	110	18.83	5.915	240	.80	> .05
	Female	132	18.30	4.429			

It was also observed in the table above that gender had no significant Influence on the level of stress among civil servants in the ministry of health, Akure, Ondo state. [t= [242] =.80, p>.05]. This implies that Male Civil servants (M=18.83, SD=5.913) do not differ in their experience of stress compared to female civil servants (F=18.30, SD=4.429), this

means that gender had no influence on stress, this result negated the formulated hypothesis 3, therefore it was rejected.

Hypothesis Four

Age will have a significant influence on stress among civil servants in Ondo state metropolis. The results are presented in Table 5.

Table 5: Simple Regression Analysis Showing Age Predicting Depression   and Stress

Dependent Factor	Predictors	B	t	P	R	R²	df	F
Depression	Age	-.07	1.10	> .05	.07	.01	1,240	1.20

The results in Table 5 shows that Age did not significantly predict depression [β=-.07, t=-1.10, p>.05] among civil servants in the ministry of health in Ondo state. This means that the age of civil servants has no significant influence on the level of depression.

Considering the prediction of age on depression, it was observed that the variable (Age) did not significantly predict depression experienced by civil servants in the ministry of health, Akure [F= (1,240) =1.20, p>.05] this result negated the formulated hypothesis 4 and therefore it was rejected.

Simple Regression Analysis Showing Age Predicting Depression   and Stress

Dependent Factors	Predictors	B	T	p	R	R²	df	F
Stress	Age	.07	1.07	> .05	.07	.01	1,240	1.14

The table above shows that Age did not significantly predict stress [β=.07, t=1.07, p>.05] among civil servants in the ministry of health in Ondo state, [F= (1,240) =1.14, p>.05] This result negated the formulated

hypothesis 4 and therefore it was rejected. This was with a significant variance of 1% contributed by the variable (Age) to the total variance observed in depression (R=.07, R2=.01) and stress (R=.07, R^2=.01).

Discussions

The primary purpose of this study was to reveal how organizational work culture can lead to depression and stress among civil servants in the ministry of health, Akure, Ondo State. A total of four hypotheses were tested during this course of this study.

In relation to the first hypothesis which says that there will be a significant relationship between Organizational work culture and depression among civil servants in the ministry of health, Akure, Ondo state. The result revealed that Civil servants who are exposed to Hierarchy work culture have the tendency to experience high levels of depression compared to those exposed to Clan, adhocracy and market work cultures. This result is consistent with the research carried out by (Musa et al., 2021) which evaluated psychosocial work environment and teacher's psychological wellbeing (depression and stress). Their research discovered that psychosocial work environment could lead to high levels of depression, anxiety and stress

In accordance with the second hypothesis which says Organizational work culture will have a significant influence on stress   among civil servants in Ondo state metropolis. The   result implied   that Civil servants who are exposed to Clan, Adhocracy and Market work culture have a higher tendency to experience stress than those exposed to hierarchy work culture. This means that the more civil servants are exposed to Clan, Adhocracy and Market work culture, the higher the level of stress they experience and vice versa. This result is consistent with the research carried out by (Klajko et al., 2019) which looked at the effect of organizational work culture on employee wellbeing, work related stress and turn over intention. Their research discovered that hierarchy and market work cultures could lead to workplace stress as opposed to Clan work culture and adhocracy, therefore supporting our hypothesis two which states that organizational work culture will have a significant influence on stress.

The Third hypothesis states that gender difference will significantly predict depression among civil servants in the ministry of health, Ondo state. The outcome of this hypothesis shows that gender difference had no significant influence on depression among civil servants in the ministry of health, Ondo state. This implies that male civil servants do not differ in their experience of depression compared to female Civil

servants. Results from a study carried out by (Mumang et al., 2021) which evaluated gender differences in depression revealed that no gender differences were found for overall depression and for most of the four-factor depression symptoms (depressed affect, somatic symptoms, positive affect and interpersonal problems). The hypothesis also indicated that gender difference will significantly predict stress, the outcome of this hypothesis shows that gender difference had no significant influence on stress among the participants. Results from a study carried out by (Verma et al., 2011) which evaluated gender differences in stress response revealed that men and women respond differently to stress and environmental influence also plays a huge role in stress response to both genders. This result however negates the outcome of our hypothesis

Furthermore, the outcome of hypothesis four revealed that Age will have no significant influence on stress among civil servants in Ondo state metropolis. This result implies that the different ages of civil servant workers in the ministry of health will have no influence on the level of work stress they experience. A study was carried out by (Rauschenbach et al., 2013) on Age and work stress. This study showed that age is absolutely unrelated to levels of work stress and strain. The outcome of hypothesis four also indicated that age had no significant influence on depression among civil servants in Ondo state metropolis. A study carried out by (Riberto et al., 2022) on anxiety, depression and quality of life in older adults across age, the study showed that depression can shape one's quality of life irrespective of their ages but age itself has no influence on depression. The result from this study thus supported the outcome of our hypothesis which showed that age of civil servant workers had no influence on the level of depression they experience.

It was quite intriguing to predict if the results of this study were consistent with existing literature because of the different research work that surrounds work culture and the rarity of the literature to support each hypothesis in relation to this study.

Consequently, it is hoped that these findings will significantly contribute to the existing literature for future reference.

Conclusion

Based on the findings, it was proven that there was a significant relationship between organizational work culture, depression and stress among civil servants in the ministry of health, Ondo state. This study showed that Organizational work culture and its four sub-types

(Clan, Adhocracy, Market and Hierarchy) significantly jointly predicted depression and stress among civil servants in the ministry of health, Ondo state metropolis.

The implication of this study from its findings shows that there is still more room for research as this study was carried out explicitly focusing on the civil servants in the ministry of health in Akure, Ondo state metropolis. This reason is as a result of the fact that the civil service itself is large and made up of different arms such as; health, finance, administration and many more. Hence the results from this study cannot be taken as conclusive, in order to validate the findings for this study, there is need to carry out this study on other arms of the civil service not in Ondo state alone but other states that have affiliations with the Nigerian civil service commission. On the basis of the findings and conclusion made in this study, the following recommendations are being made. The type of organizational work culture practiced in each arm of the civil service should be properly evaluated so as to reduce the level of depression and stress that could be experienced by civil servants. The ministerial heads of each arm of the civil service should try as much as possible to create a toxic free work environment for their staff.

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