



## Understanding mental health in relation to organizational climate

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### Abstract

Mental health has become a key concern for the employers and managers due to its dynamic cost and contribution in the work outcomes. Bio-psycho-social model explains mental health to be a result of interaction between biological, psychological and social factors of the individual's life. An individual spends approximately 60% of his/her waking hours in the organization and thus organizations became a major source of individual's social activities and also psychological climate. In reference to this, it becomes important to understand the dynamic relationship between organizational climate and mental health. This study utilized qualitative semi-structured interviews as the data collection method and conducted 11 interviews with the emergency room nurses and midwives. This sample was chosen because health care industry is one of the fastest growing industries and nurses are the strongest pillar of this industry. Interviews were transcribed and thematic network analysis was used to draw themes for better understanding. Three global themes emerged, they are, Work relationships, as a resource; Empowerment, an end to victimhood and Psycho-spiritual coping, a path to mental wellbeing.

**Keywords:** mental health, organizational climate, nurses/midwives

### Introduction

According to World Health Organization (1948), 'Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.' Health can be classified into physical and mental health. WHO states mental health as '*a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community?*' Mental health exists on a continuum where one end represents mental illness (negative mental health) and the other represents mental wellbeing (positive mental health). It is not an 'All or None' phenomena. (Huppert & So, 2011) It suggests that a person with mental illness can take charge of their life and move towards the state of psychological and emotional well-being. There are endless numbers of elements in one's environment which can affect ones mental health. These stressors may be in one's personal as well as professional life. Most people spend approximately 60% of their waking hours at work (Black, 2008). There is strong evidence that certain features of the workplace can affect employees' mental and physical health. These features increase the likelihood that an individual will experience increased stress, which in turn increases the likelihood of developing or worsening a mental disorder. It is possible that workplace features may increase the likelihood of the occurrence of a mental disorder, make an existing disorder worse, and impede effective treatment and rehabilitation. On the other hand, a supportive work environment can reduce the onset, severity, impact and duration of a mental health disorder. Perception of a good organizational climate is significantly associated with positive employee mental health outcomes such as lower levels of burnout, depression, and anxiety (Bronkhorst, Tummers, Steijn, & Vijverberg, 2015) [4]. Workload, work-life balance, work relationships, pay satisfaction, training

and growth, leadership etc are some of the features of work environment, whose perception can affect the mental health of employees. These features in integration indicates organization's culture, i.e., the values and norms which have governed the functioning of the organization over years and the way they are perceived by the employees makes an organization's climate, i.e., set of measurable properties of work environment, perceived directly or indirectly by the people who live and work in this environment and assumed to influence their motivation and behaviour. Michie and William (2003) [9] conducted a literature review and found the following key work factors to be associated with mental ill health: long working hours; work overload and pressure, lack of control; lack of participation in decision making; poor social support; and unclear management and work role. The health care industry in India is one of the largest economic and fastest growing professions. Nurses play the major role in health care industry and thus it is necessary that their needs have to be taken care and a congenial atmosphere is created for them to work. Nurses are one of the most diverse and largest workforces in the health care system. The role of nurses in the health care system is expanding and changing. Their role involves delivery of services at various levels of the health care system. The nurses are one of the strongest pillars of the health care delivery system in providing safe, affordable and quality services to the people. Thus creating a healthier organizational climate for nurses will better the mental health of nurse at individual level and at the same time will improve the mental health services at organizational as well as community level.

### Research questions

The purpose of this study is to understand the dynamic relationship between organizational climate and mental health amongst emergency room nurses and midwives. The

main and sub-research questions for this study are:

1. To explore the meaning of organizational climate in domain of hospitals.
  - i) To explore the dominant perspective and feelings about various features of work environment.
  - ii) To examine the sense of connection between organizational climate and mental health.
2. To examine the adaptation and coping experiences of nurses in the challenging work environment.

### **Methodology**

The present research was focused on understanding mental health of emergency room nurses in relation to organizational climate; Qualitative research methodology was utilized for this purpose. The study included in-depth interviews as data collection method. Eleven nurses from various hospitals were purposively chosen and interviews were conducted to gather rich description of lived experiences of nurses. The questions were formed based on rigorous review of literature and guided by WHO Healthy Workplace Framework and Model and healthy workplace model by Kevin Kelloway and Arla day. Analyses of the verbatim were done through technique of thematic network analysis adapted from Attride-Sterling, 2001. The analysis helped in getting insights on the mental health of nurses in relation to organizational climate.

### **Results and Discussion**

Employees are the cornerstone of any organization and thus the health of employee becomes a key concern for the employer as it determines the effectiveness of the employee and the success of the organization. Therefore the purpose of the study was to recognize the role of organizational climate on mental health of Emergency room nurses.

Through thematic network analysis 3 global themes are identified: Psycho-spiritual coping a path towards mental wellbeing, Empowerment an end to victimhood, and Work relationships as a resource. These themes are discussed below in detail.

#### **Global theme 1: Psycho-spiritual coping a path towards mental wellbeing**

Susan Folkman and Richard Lazarus define coping as "*constantly changing cognitive and behavioral efforts to manage specific external and/or internal demands that are appraised as taxing*". Coping can take various forms such as psychological, social, spiritual and emotional. Nursing is a selfless service towards well-being of patients but due to constant contact with patients, their harsh realities and pain and suffering, nurses may experience stress in terms of emotions, physical strains, and also psychological peace and thus they utilize various psychological and spiritual means of coping. Psychological and spiritual aspects of coping are explained below:

#### **Organizing theme 1.1: Spiritual coping an aid to mental health**

Spirituality refers to 'the way individuals seek and express meaning and purpose, and the way they experience their connectedness to the moment, to self, to others, to nature, and to the significant or sacred'. (Puchalski and associates, 2009) <sup>[11]</sup>. Spiritual-Religious (S-R) coping is the use of religious beliefs, attitudes or practices to reduce the emotional distress caused by stressful events of life, such as

loss or change, which gives suffering meaning and makes it more bearable. (Koenig, 2002) This organizing theme can be understood in terms of three basic themes, namely, destiny as the guiding force, blessings as the rewards and meaning and purpose of one's life.

#### **Basic theme 1.1a: Destiny as a guiding force**

While interacting with patients who are in severe pain and suffering and on high doses, nurses feel emotionally drained dealing with the patients and more with the companions or relatives of the patients. The concept of destiny helps nurses to cope with such stress. One of the excerpts is mentioned below: 'See this is emergency ward. People come here in severe pain and suffering. Some people die as well. I feel extremely sad and guilty. But all of this is prewritten in our faith and it depends on your deed. Nobody can change it. We as nurses can lessen the pain but can't stop the approaching death. So we do feel bad but then we also realize that it's not in our hands and we let it go'

#### **Basic theme 1.1b: Blessings as a reward**

Blessings given by the patients help nurses in continuing the selfless service and motivate them to do more of it. One of the excerpts is mentioned below: 'No two fingers are same. Every patient is different. But some are kind enough to thank us and also shower upon us blessings. Who knows that these blessings may act on our lives and our children may also become doctors. When patients bless us, it keeps us going. And motivates us to do good to many other patients as well. Even we wish for their well-being and want them to go home happily. Good words are always a treat.'

#### **Basic theme 1.1c: Meaning and purpose of one's life**

Spirituality aims at helping individual discover the meaning and purpose of one's life. Nurses find the meaning and purpose of their lives in the midst of hard times. One of the excerpts is mentioned below: 'I personally believe that I must have done some very good deeds in my past live that god had given me this privilege of being a nurse and caring for others who need help. It is an honor to serve people in need and not everybody can do it. Everybody can do their own work but only few lucky people get an opportunity to work for others and bring a smile in their lives. Every profession has its pros and cons and so does nursing. Sometimes the companions of the patients are extremely rude and misbehave but it does not stop us from giving the best treatment to their patients as well. Only a nurse can do it. And selfless service is the utmost 'Dharma' in holy books.

#### **Organizing theme 1.2: Cognitive appraisal and coping skills**

Cognitive appraisal here stands for personal interpretation of a situation by individuals and their possible reactions to it. Cognitive appraisal is a term first used in transactional model of stress management by Lazarus and Folkman, 1981. Based on the concept of cognitive appraisal many different coping skills can be used. Some of the skills used by nurse are empathy, instrumental self-talk as a source of reality check and pity on patients, a strategy to effective working. These are discussed below.

#### **Basic theme 1.2a: Empathy as a tool for patient care**

Daniel Goleman, author of the book *Emotional Intelligence*,

notes that at a deeper level, it is about defining, understanding, and reacting to the concerns and needs that underlie others' emotional responses and reactions. Contemporary psychologists divide empathy on grounds of its functionality. Therefore there are various types of empathy, such as emotional, cognitive, psychological and so on. Cognitive empathy refers to "perspective taking," or our ability to identify and understand other peoples' emotions. Nurses utilize the skill of perspective taking whenever in an emotionally challenging situation. One of the excerpts is mentioned below: 'A lot of times, companions of the patients misbehave and use ill words for us. They say 'you are not doing the work properly' or so. I feel bad about it that they don't trust me but then I feel them. I mean if my mother or father would have been in emergence probably I would have reacted the same. It's not that they are bad but it's just that their situation is so. It's their pain which makes them say things so I don't really take it to my head and let them speak it out. I just focus on my patient and his well-being'

#### **Basic theme 1.2b: instrumental self-talk**

Self-talk refers to the ongoing dialogue that occurs within our minds and influences how we feel and behave. They can be positive and negative in nature. Instrumental self-talk refers to the inner voice that provides directions for you to perform certain tasks. Such as 'Focus on your own work'. Similar excerpt can be found in many interview transcripts. One of them is mentioned below: 'It's emergency ward so we witness death and dying very commonly. It's a common site here. Obviously we are humans so it hurts us. Sometimes the condition of the body is so pathetic that seeing it makes us feel nostalgic but I go to the nurse room and talk with myself. I tell myself that it's ok what has gone is gone and now I need to focus on what is there in present. It's important that I focus on the patients who are there and try saving them rather than wiping o what is gone and not in my hand. Sometimes we get nervous and are unable to do basic work them again we have to tell ourselves step by step what needs to be done.'

#### **Basic theme 1.2c: 'Pity on patient' a strategy to effective functioning**

Pity is defined as sympathy for the helpless by the powerful, in terms of nurse- patient relationship. Nurses view patient as helpless and themselves as powerful, this powerfulness motivates nurses to help the patients and work effectively towards bettering their health. One of the excerpts is mentioned below: 'Patient is ill. He can neither walk nor speak properly. He is completely dependent. We are fully functioning and thus it becomes our duty and responsibility as co-humans to help the patients in need. If they would have been fine then they would not have been here. They are in need. We can walk properly can all of our body parts are functioning. And thus we should help the one in need and pain'

#### **Organizing theme 1.3: Experience, a path to acceptance**

Experience is defined as Familiarity with a skill or field of knowledge acquired over months or years of actual practice and which, presumably, has resulted in superior understanding or mastery. It is used as an alternative to tenure/ time spent in a particular field. In relation to nurses,

experience has helped them understand their role better and thus accept it with all the pros and cons. This organizing themes can be understood in terms of 6 basic themes, that are, Physical and mental strength, as a job requirement, Habitual of rude attitude and behavior of patients companions, Manageable experience of time rush, Emotionless dealing with death and dying, Anxiety due to witnessing harsh reality of human life, and Insufficient time for family and kids, source of guilt.

#### **Basic theme 1.3 a: Habitual of rude attitude and behavior of patient's companions**

Experience helps nurses in bettering their tolerance towards the rude behavior of patients and especially the ill behavior of the companions of the patients. One of the excerpts is mentioned below: 'We are humans too. As a human I do feel sad when patients or their companions say anything bad to me. But now with time it does not matter. I have got use to, to it. I mean I have spent so many years and have heard patients say absolute non-sense about me. So now it has stopped affecting me much. I mean if I will pay heed to these pity things then I will never to able to care for the patient.'

#### **Basic theme 1.3b: Emotionless dealing with death and dying**

Experience makes nurses emotionally strong in dealing with death and dying. The following excerpt is one of the examples to understand this theme better. 'Initially my situation was different. Whenever I use to witness some dead body or so I used to feel nostalgic and the scene used to keep re-occurring in my mind. I used to not be able to focus on work or anything, neither here nor at home. Sometimes when bodies used to be in very bad conditions such as murder case or sometime, it used to disturb my sleep as well. The image of the body used to keep flashing in my eyes as and when I closed my eye to sleep so my sleep was very upset. But now it's normal. I mean now dead bodies are a normal site to me. It does not bother me much. It does affect me for a minute or so but not more. i mean if I will get emotional then it will do no good to me. I can either be emotion or do my work [properly. So now I treat myself as bodies only.'

#### **Basic theme 1.3c: Anxiety due to witnessing harsh reality of human lives**

Nursing as a profession includes constant contact with the patient and a major part of this interaction involves witnessing harsh realities of patient's lives in terms of stories behind inquiries, this evokes anxiety amongst the nurses about their own life's and its circumstances. One of the excerpts is mentioned below: 'Sometimes there are such extreme cases that it used to make my soul fear of its safety. Some patients have such a horrible story to tell that it makes me feel fearful. I mean last week there was a case where a 3 year old baby was found buried in the garden with his legs and hands tied and the mouth was stuffed with cloth. He was alive and buried. Animals and small insects had eaten some parts of the body but the body was still alive. His aunty had buried him after his parents died in a car accident as she did not want to keep the boy with her. Look at the mentality of people. It makes me feel sick. But obviously I have been in this profession for years now. So I am habitual

to these stories but earlier I used to get anxious and run to my home to find if my child is okay. Now it does not affect me much.'

**Basic theme- 1.3d: Physical and mental strength, as job requirement**

Nursing as a profession requires people with physical and mental strength. Both are related to each other. Physical strength is needed to do the work effectively and efficiently. Emergency unit requires quick action. Delay can worsen the case. Mental and emotional strength is also required to make quick decisions and also deal with patients effectively. One of the excerpts explains it better: 'Our work involves lot of physical activity. Initially when I used to go home I used to be drained and just sleep. If my father n law or anybody used to demand some delicious food, it used to make me feel irritated and I used to shout or ignore. But with time things are better. I am habitual of handling the work load. Now I manage both home and hospital well. Another excerpt in similar lines is mentioned below: 'Nursing involves high risk of catching disease. We are in constant danger zone. But we cannot afford to not take care of ourselves because if we are unwell then who will take care of the patients. It's important for us to be fit in all circumstances. For example a lot of newly hired nurses feel nostalgic when they see a dead body and are unable to stand the site but this is not good. Either they can help themselves or others. I always prefer physically fit nurses because if they are physically fit and mental strong nothing can break them. These sites are a part and parcel of this profession and we can do anything about it, rather being strong. But I think this is more common in new staff, as the staff matures in the field they stop feeling these emotions and treat bodies as any other thing'

**Basic theme 1.3e: Insufficient time for family and kids; source of guilt**

High amount of physical activity leaves nurses exhausted. Going home after work resulted in quick sleep which further affects their interactions with their family and especially children. This finally results in nurses feeling irresponsible and unable to fulfill their parental duties. It is a cause of guilt in nurses but this pain also heals with time. One of the excerpts in similar lines is mentioned below: 'Earlier when I used to be unable to spend time with my family and especially kids it used to hurt me. I used to feel guilty that I am unable to take care of my own family. But now my children and I have been so habitual to this schedule that it does not affect our relation. My children know that I will be late and very tired on reaching home that I will sleep so they don't disturb me much. Now even they have got habitual to my schedule'

**Basic theme 1.3f: Manageable experience of time rush**

Experience of time rush is one of the most known aspect of being a nurse. Especially in emergency unit, experience of time rush is a common phenomenon. Quick decision making and fast activity is the characteristics of emergency units. But time makes nurses prone to this experience. One of the excerpts is mentioned below for better understanding: 'When an emergency case comes, obviously we feel restless and anxious. All sorts of questions go to go around in mind about the patient, the case and his story. But now with experience, we are mature enough to look at the body and

know what had happened and what case it is. So taking action does not proceed by lot of decision making. Now it's more of automatic actions.'

**Global theme 2: Empowerment, an end to Victimhood**

Empowerment and victimhood are two important aspect of this global theme. This theme is not only in relation to nursing, their profession and the context but it is deeper than that. It captures the idea of womanhood, its role and context. Going deep into themes, I realized that the organizational climate they work in not only affects their relationships at work but affects them as a social being, which includes both home and hospital. "Empowerment refers to increasing the spiritual, political, social, or economic strength of individuals and communities..." To understand empowerment fully we need to also understand the concept of deprivation. According to Oxford Dictionary deprivation refers to 'the damaging lack of material benefits considered to be basic necessities in a society. 'History demonstrates that out of all deprived groups in the world women have suffered the most. Their suffering knew no bounds based on culture, race, region or religion. They have been victims of abuse, molestation, violence, rape, poverty, malnutrition, ill treatment – in a word all sorts of deprivation. This sort of lineage makes women the focus of almost all empowerment activities and policies. In 21<sup>st</sup> century as well women continue to suffer from such deprivation and require to be empowered. One of the short excerpts which help us understand their womanhood is as followed' 'There is so much of work in here but the work does not end after we go home. Because then we have to do the household work as well. If I don't do that the mother in law starts taunting. She says 'she always wants to care for other people but what's the use when you cannot care for the ones inside the house'. This hurts me. I mean I do all the work before coming here and also after going back home. I am earning for the family and kids. My husband is in the same profession. But when he comes home he gets to rest, watch television and sleep but I got to do all the work an above that the extra work to keep them happy. It frustrates me at times.'

**Organizing theme 2.1: Role as a source of worth-fullness**

Profession does not only act as a source of knowledge, skills or ability rather it also acts as a source of our interaction with the world, and enhance our understanding about our own selves, about the others around us and the world. All these interactions shape our self-esteem. Therefore profession is not only a source of earning ones livelihood but also understanding our position in the world and in relative to others. This organizing theme can be understood in terms of three basic themes which together brings the completeness to this understanding. They are power of the white coat, profession- source of acceptance and respect in society, selfless service as the highest form of dharma.

**Basic theme 2.1a: Power of the white coat**

Recent researchers have found significant effect of uniform on employee's self-perception, job satisfaction, as well as job performance. (Yi-Ting Tu, Ronnie Yeh, Ning-Kuang Chuang, Teresa Chen & Shih-Ming Hu, 2011) In the present study a similar effect of uniform was reported by nurses. One of the excerpts is mentioned below: '...can't say what is in this coat. But I think this happens

with all the nurses. This coat is a ray of hope for patients. It symbolizes that they are in the right place and will get well soon. And for us as a wearer this coat brings in lots of responsibility and accountability. I mean we can not be careless or do nothing when the patient is in pain. So I will tell you what happens with me. So for example some murder case has come when I am in hospital and wearing this white coat, it does not bother e much. Rather what goes in my mind is to heal the patient and eradicate his pain but once I am out of this coat and let's say my duty time is over and I am about to leave, and I hear an ambulance siren, it makes me anxious about the case.'

#### **Basic theme 2.1b: Profession as a source of acceptance and respect in society**

From times immortal women has suffered to get respect in society. They may have been give constitutional right to vote in some parts of the world but the battle is not yet over. Equally representation does not mean equal seats in the professions but also equal no. of applicants applying for the post. And this comes from the change in mental set of people. At a deeper level it involves given women and her work its due respect. One of the excerpts will give us a better understanding of this scenario: 'I feel happy after becoming nurse. Actually it is a very proud moment when people ask us for advice or help, Not only in hospital but also in and around my house. If something happens people come rushing to my house and ask e for help. It feels good that people consider my advice, ask for help and also respect my work. I have seen women in my neighborhood who are not even respected by their own family members. Nobody considers them they are unheard. I feel scared of that. But thankful I am in such a profession that it makes me feel heard and worthy. Now I am confidence. Not like other women who are dependent on their husband sand are not allowed to do what they want or go where they want to. I am independent.'

#### **Basic theme 2.1c: Selfless service as the highest form of dharma**

Bhagwat Gita states that having love for all and helping others in need is the highest form of service. Such beliefs and values are repeatedly seen in the verbatim. One of the excerpts is mentioned below: 'Nursing is a form of selfless service. Most professions are for one's own purpose were you work and earn money for your own self or your family. But nursing is the only profession where you directly help people get better and bring happiness in their lives. Patients or their companions may say bad words to us but we constantly work for their betterment. This is what the highest form of dharma is. It asks one to love other unconditionally. We as nurses do not bother much about the money but the recovery of patient brings maximum happiness to us'

#### **Organizing theme 2.2: Empowering work environment resulting in organizational commitment**

Employee empowerment is giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks and Organizational commitment may be viewed as an organizational member's psychological attachment to the organization. The impact of empowering work environment has being found on organizational commitment (Jalal

Hanaysha, 2016), job satisfaction (Pelit *et al.*, 2011) <sup>[10]</sup>, organizational performance (Jalal Hanaysha, 2016).

This theme can be further divided into three basic themes, namely, financial security source of mental independence, Opportunity for career progression and employee retention, and Accountability and engagement with work.

#### **Basic theme 2.2a: Financial security source of mental independence**

One way to understand employee empowerment is in relation to employee being financially secured and independent. Financial security is positively related to workers well-being. (Colin P. Green Gareth D. Leeves, 2013). One of the excerpts is mentioned below: 'My husband does not have a permanent job. He is a driver. So basically I have to take care of my family and children. I mean my younger son keeps saying he wants to be a doctor. Though studies of doctor are very expensive but I will support my son always. Our salary is also fine. Government hospitals have additional benefits so you know that it's always better. I am satisfied. I mean even if my husband does not support my son and finance his education I will not let it happen. I will strongly support his education. I am independent. Today I am earning enough to run my family. I need no help from him if he does not want to. I feel secured due to my salary.'

#### **Basic theme 2.2b: Opportunity for career progression and employee retention**

Studies have shown the role of career progression in relation to retention of qualified nurses. (YangYang and associates, 2015). Similar excerpt can be found in the interviews. one of them is mentioned below: 'Currently I am a ad-hoc staff. I will be permanent after sometime. It is based on the years i provide my service in this institution. Thus I do not even want to leave it now. I mean I have already given so much time and put so much of effort in this hospital. Everybody knows me well. Also they have regular training programs. Such programs help us to be in touch with new and advanced technologies and thus help us to stay up-to-date.'

#### **Basic theme 2.2c: Accountability and engagement with work**

Accountability is being responsibility for one's own work, ones actions and results'. Accountability drives decisions and ensures implementation. In terms of this research accountability is studied through the flexibility in treatment procedures and control over environment and also flexibility in term of work schedule. Employee engagement is a property of the relationship between an organization and its employees. An "engaged employee" is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests.

The relationship between accountability and engagement with work can be sensed in the following excerpt. 'No, there is no such hard and fast rigid procedure. Although basic procedure is imparted on us during training sessions, but then we can totally control the treatment. It is flexible. We mold it as per demand of patient and the context. For example if it's an car accident case, the procedure will be varied based on the degree of damage, type of accident, condition of the patient and other things. And if it is simple blood lose case; the procedure will be completely different.

Thus it is very much dependable and cannot be prefixed. And we are allowed to modify it in regard for better results.'

### **Global theme 3: Work relationships as a resource**

Healthy work relationships contribute to healthy working environment which further helps in employee retention, high productivity, team work, and also improve health of employees. In fact, countless studies show that relationships and work are the major contributors to individual well-being (Diener & Biswas-Diener, 2008) [5].

This global theme can be understood in terms of two organizing themes, namely, team work, an aid to contextual difficulties and Interpersonal relationship and their therapeutic effect.

#### **Organizing theme 3.1: Team work, an aid to contextual difficulties**

*"Alone we can do so little; together we can do so much."* - Helen Keller Teamwork is the collaborative effort of a team to achieve a common goal or to complete a task in the most effective and efficient way. In challenging times like shortage of staff, increased workload or any other form of work related issue, team work acts as a resource in dealing with the challenge.

This will be better understood in terms of the following basic themes, which are, Co-workers, an aid to effective Management of workload; Flexibility of work schedule; Supporting supervision and effective learning, and Expansion of role duties due to technology.

#### **Basic theme 3.1a: Co-workers, an aid to effective Management of workload**

Workload is defined as the number of tasks and obligations that you have to perform or complete within a specific amount of time. Iliet, dimotakis, and de pater (2010) reported employees who reported feeling overworked also reported feelings of psychological and emotional distress and a reduction in their overall levels of well-being. One of the excerpts is mentioned below: 'Now-a-days there is shortage of staff therefore workload is much. But it does not feel much because we call nurses from other wards. Nurses help us to get the work done. That ways all the staff is good here. We all help each other. Whenever they need help they call us and so do we.'

#### **Basic theme 3.1b: Flexibility of work schedule**

Healthy work relationships not only help in handling workload at profession front but also ease the household overloaded duties.

'The environment is very pleasant here. It's not like we are obliged to do the duty which is allotted to us. We can exchange the duties amongst ourselves. It is very effective if someone has work at home today they exchange it with us. And if tomorrow when I have work I also go and exchange my duty with others. Sometimes we get to do double duties but that's fine because we know that tomorrow we may also need it. That ways other procedures are also very flexible and the staff is very cooperative and understanding. Good co-workers make things easy.'

#### **Basic theme 3.1c: Supporting supervision and effective learning**

Leadership is the process of influencing others in a manner that enhances their contribution to the realization of group goals. When leadership is in terms of supportive supervision

it creates an impact on learning by employees. The leadership style adopted by the team leader has an operational effect on the development of learning as a strategic resource within the team, and the organization. (Bucic, Robinson, & Ramburuth, 2010) [2]

The following excerpt brings the point forward: 'There are times I am very nervous and unable to work properly. For example few days back I was not feeling well. Our senior nurse asked me to put the candela for bed no. 17. But due to ill health I was not able to fix it. Mam saw me and asked to step aside. She did it herself. Later she called me in her room and asked me if I am fine? She was worried about my health. And you must be surprised but when I first joined I did not even know how to give injection and all. The doctor in charge of that time taught me everything. I used o have lots of questions but she never scolded us. And same is Dr. ABX even he is very concerned and supportive. Everybody here cares about each other just like family. So when there are new technologies or medicines I do not worry much rather I just directly ask Mam to teach me the procedure. It becomes easier.'

#### **Basic theme 3.1d: Expansion of role duties due to technology**

21<sup>st</sup> century is the era of technology. Every aspect of human life is affected by technology in some way or the other. Technology has taken over not only our personal but also our professional lives. There are various reactions towards technology by different professionals. But one thing is sure that technology has definitely resulted in expansion of role duties and responsibilities. At work front there is a visible shift in the nature of work for certain positions. This expansion is welcomed by some whereas is not appreciated by the others. But at times of difficulty in operating technology and dealing with expanded role duties, work relationships acts as a resource by providing support and help. This can be sensed in the following excerpt: 'Most of the work done these days is through computers, even the registry is done by computer. Earlier we use to document the details of the patient by hands only. Now we type it in computers. Honestly computer is extra work; it leaves us exhausted and adds to the workload. But now it's fine. We help each other and get done with this work. Some of us know some part of it better and other know the rest so we help each other in it. The staff is very supportive and helpful that ways.'

#### **Organizing theme 3.2: Interpersonal relationship and their therapeutic effect**

The effects of work relationships are not only constrained to the work related issues. They also affect the nurses as individuals and their lives. Studies show that relationships and work are the major contributors to individual well-being (Diener & Biswas-Diener, 2008) [5]. This impact can be sensed in term of two basic themes, i.e., talking with co-nurse and its healing effect and We-ness, the motivation to organizational commitment.

#### **Basic theme 3.2a: Talking with co-nurses and its healing effect**

One of the important functions of talking is catharsis. Catharsis is the process of releasing, and thereby providing relief from, strong or repressed emotions. Nursing is a difficult profession, to deal with roe stress, nurse's support

and lend a helping hand to each other. The following excerpt explains this relation better. 'My co-workers are very nice. They are very supportive and cooperative. At times, especially when there is lot of mental and emotional stress, I prefer talking with my co-nurses. Actually we all do it. Whenever any of us have any issues we sit together and talk it helps us get better and keeps the work going.'

### **Basic theme 3.2b: We-ness, the motivation to organizational commitment**

Social identity theory states "starts from the assertion that people are able to think, feel and act not just as individuals (i.e., in terms of a personal identity as 'I') but also as group members (in terms of a social identity as 'we')." The theory also suggests that when we see ourselves as part of a group, we're more likely to see the world from the perspective/s of our fellow group members, and more open to be influenced by them, and to trust and to work together with them. Feeling this we-ness, or being part of an in-group, is linked to health and well-being in a bunch of ways. In the excerpts given below the importance of we-ness is visible.

'We all work like a family. Everybody cares for each other. The environment is so pleasant that at times this draws us to work at hardest of the days. We all gel well together. I will not prefer leaving this hospital now. Everybody knows me and I like them is not that easy to find such likable people at workplace. We enjoy each other's company and also help each other at times of need. These people are not only professional helpful but also personally I can share everything about my life. I am sure no one will ever back bitch or make fun of my issues. They all are very caring and loving.'

### **Conclusion**

Health is considered the most important form of wealth in and around the world. A healthy individual is an asset not only to his family but to the organization as well. Mental health is an important aspect one one's health. Mental health helps an individual to utilize his highest potential and thus form meaningful relationships and delivered the desired outcome effectively and efficiently. Human resources management considered human as resources and focuses on their management. Humans life is usually divide into family life and work life. With the progression in centuries an individual is supposed to spend more and more time at workplace and thus it becomes important to understand the role of organizational climate in relation to mental health of its employees. Based on world health statistics it can be safely assumed that the number of nurses per patient is dramatically low and is constantly dropping, thus the staffing of health care industry requires attention. Thus understanding nurses and their perspective on their working environment becomes important.

The present qualitative study explored the role of organizational climate on mental health of emergency unit nurses and has provided numerous new insights. This study helps us understand the role and important of work relationships to individuals in terms of mental health and to organizations in terms of organizational commitment. It further helps us explore the strategies used by nurses to cope with the stress provoked due to the role undertaken. Psycho-spiritual strategies like positive self-talk, empathy, and pitying on patients help nurses deal with role stress. Whereas understanding on ones profession in light with

spiritual beliefs and values like blessing as a reward, purpose and meaning in life, destiny as a guiding force help them perceive their role difficulties from different angles. The contribution of experience in accepting all the faults of the role and deal with them better so as to maintain ones mental health is important understanding. This study also contributed in understanding the role of work relationships in dealing with contextual difficulties, role stress and other family related issues. This study also focused at larger issue to women being the victim of womanhood and how organizational climate contributes in their empowerment.

It can be concluded that certain aspects of organizational climate like work relationships and certain form of organizational climate like empowering work environment are preferred and lead to mental well-being, higher productivity, increased organizational commitment and better work culture to the employees.

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