Promoting the psychological health of married career women in the post-Covid-19 era: A psychological, social, organizational, and behavioral approach

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ABSTRACT

This paper assesses the relational impacts of attitude towards organizational change (ATOC), perceived social support (PSS), teleworking (TW), and self-harming behaviors (SHB) on the psychological health (PH) of married career women (MCW) post-Covid-19. The sample for this research was extracted from six (6) work organizations in the Lagos and Oyo States of Nigeria. The participants were married career women who were employees within the study organizations. This study advocated a cross-sectional survey using self-reported questionnaires. 222 of the 240 questionnaires distributed were examinable and subject to statistical analysis using the Social Sciences Statistical Package (SPSS version 28). This study revealed a link between attitude toward organizational change and mental health. Additionally, it demonstrated a strong positive association between perceived social support and psychological health. It also mentioned the extent to which teleworking correlates with mental health. Further, it showed a negative association between self-harming behaviors and psychological health. Moreover, this study demonstrated the joint, potent, and substantial impacts of attitude towards organizational change, perceived social support, teleworking, and self-harming behaviors on the psychological health of married career women.

INTRODUCTION

Health could be physical or psychological. People’s main objective is psychological health, which is also connected to their response to everyday events and personal emotion discovery essential for psychological well-being (Ryff, 2018). According to Education (2014) in the Longman Dictionary of Contemporary English, psychological health is a good mental, social, and physical health condition. Meanwhile, managers of human resources and psychologists have noted and expressed concern about the psychological health of employees. They indicated that to succeed and embrace continuous workplace changes, every firm needs people to be in excellent psychological health. Consequently, intense conversations about public policy are centered on how people self-report their psychological health (Steptoe et al., 2015). Due to widespread stigma, substantial institutional neglect, and a lack of awareness, psychological health is a common concern in Nigeria. Additionally, a dearth of studies in Nigeria looks at people's perceptions, beliefs, and attitudes toward psychological health (Labinjo et al., 2020). Moreover, the COVID-19 epidemic impedes Nigeria’s precarious mental health care (Ogunwale et al., 2020).

Findings indicated that married career women endure harsh, stressful situations as they strive to fulfill the roles of devoted spouses, obedient daughters-in-law, and selfless mothers while trying to become vibrant, dedicated, and competitive professional women. Moreover, several career women suffered increased psychological and bodily stress. Their work negatively or positively impacts their mental health (Loerbroks et al., 2017). They are overburdened with obligations at home and work, which can cause...
psychological issues such as role conflict, work stress, mental exhaustion, anxiety, frustration, sadness, phobias, and other forms of social and emotional pain. Thus, the interplay of all these issues can harm career women’s mental health, especially married career women (Zhou et al., 2018).

Following the announcement that Covid-19 was a worldwide epidemic by the World Health Organization (WHO), several groups worldwide advocated novel strategies to stop the spread of the disease, including travel restrictions. Consequently, its unusual and unpredicted setbacks resulted in an organizational transformation, impacted workers’ usage of telework, had some behavioral and psychological effects on employees, and led to employees displaying various behaviors in reaction to the changes it brings (Tokarchuk et al., 2021). The use of new technology and software and remote work is among several transformations (Semple & Cherrie, 2020). Therefore, all employees must commit to the changes they encounter if businesses will function as successfully as feasible under these conditions. Meanwhile, organizational change-related processes, strategies, and context-related aspects have received considerable attention from management and business experts. However, the responses, opinions, and attitudes of the change beneficiaries have a critical role in the effectiveness of the change. Thus, addressing employee attitudes and perceptions can help create preparedness for change and manage employee resistance to change (Amarantou et al., 2018). Moreover, social support was one of the factors that became extremely relevant during and after the Covid-19 pandemic. During a very stressful life event, such as the Covid-19 pandemic, more social support may help safeguard against mental health issues. Social support from friends, family, colleagues, and others is essential for well-being, reducing psychological distress, and improving quality of life. On the other hand, a lack of social support during the pandemic might raise the risk of psychological health issues (Mertens et al., 2020; Szkody et al., 2021).

Furthermore, with the introduction of Covid-19, the trend of work flexibility, which is driven by technology and enables people to work whenever and wherever they choose, even outside of fixed working hours, grew. Therefore, working remotely (teleworking) has been on the rise gradually. However, during the Covid-19 epidemic, it increased to about 19.0%. It has gone from one in twenty workers pre-pandemic to one in five post-covid (Wheatley, 2022). As one of the necessities of coping with current developments inspired by the Covid-19 epidemic and the fourth industrial revolution, it is apparent that one of the modern behavioral trends is working anytime and anyplace (Kapoor et al., 2021). In addition, self-harm behavior appears as emotional discomfort, suggesting something wrong rather than being a fundamental problem. The underlying causes are particular to each person. As a symptom of their emotional distress, some people may engage in self-harming activities such as working longer hours or being accessible for work after hours. Others may abuse drugs or alcohol (Xin et al., 2020). There are rising worries that the COVID-19 pandemic and its associated control measures may encourage more self-harm (Xin et al., 2020). According to research, long work hours have been linked to psychological stress, job stress, lack of sleep, and exhaustion (Afonso et al., 2017).

As a result, understanding the impact of married career women’s attitudes toward organizational change, social support received, teleworking, and self-harming behaviors on their psychological health is critical for developing interventions and strategies to improve their psychological health, particularly in the post-Covid-19 era. Few researchers have investigated how this study's combination of variables may affect the psychological well-being of married career women in Nigeria. This paper is essential because it will advance knowledge in psychology, organizational development, work-family conflict, married career women, and psychological wellness. It will describe strategies and present data on how married career women and organizations can improve their psychological health and lessen the difficulties and adverse effects of the Covid-19 pandemic.

Aim

This investigation intends to increase the literature on psychological health in the 4IR era and to develop an applied model to achieve and sustain it. Hence, it aims to add to knowledge on enhancing married career women's psychological health within these sectors. The proposed contribution of this study to the healthcare, economic, and educational sectors concerning psychological health, coping strategies, social support, and working anytime and anywhere is indicated. This will be accomplished by investigating the correlational impacts of attitudes toward organizational transformation, social support, teleworking, self-harming behaviors, and psychological health to derive a valuable model from inspiring and building improved psychological health post-Covid-19. Hence, this paper will review the literature on the independent and dependent variables, note its aim for investigation, methods, and results, and discuss its findings. It will also indicate its applied inferences and contribution to research and its conclusion and recommendations.

Literature Review

This paper's literature review investigates psycho-organizational factors (attitude towards organizational change, social support, teleworking, self-harming behaviors) and psychological health.

ATOC and Psychological Health

Employees’ attitudes toward organizational change (ATOC) are mental predispositions based on positive and negative change assessments. Therefore, a worker’s readiness and openness to embracing change might signify a positive attitude toward change. In contrast, their aversion to and skepticism about change demonstrate their negative views (Fugate et al., 2012). As a result, employees’ attitudes toward change will either facilitate or obstruct their acceptance of the organizational change. This paper is based on the
notion that married career women’s psychological health relies on their attitude towards change within their work organization. This postulation originated from the situational attribution theory (Heider, 1958), which posits how we attribute the source of attitude change to external or environmental factors. It implies that certain external circumstances or conditions should be considered the source of feelings or conduct rather than a person’s intrinsic qualities. We attempt to explain our attitude and behavior by attributing it to other factors, such as situational or environmental factors. Consequently, it infers that people’s attitudes to change are determined by external or environmental factors, such as a global pandemic (Covid-19) and its implications, and economic/government policy change, among others. Hence, recent external factors could influence employees’ attitudes toward organizational change. As a result, it is critical to evaluate whether this hypothesis impacts married career women’s attitudes regarding organizational change, as this affects their psychological health.

Furthermore, surveys on the effects of attitudes toward organizational change on workers are becoming more and more necessary (Choi, 2011), as workers’ attitudes about organizational change are crucial to the success of any organizational transformation. This is because these attitudes incline people to respond in a particular manner to an item (Oreg et al., 2011). In the modern workplace, organizational change is acknowledged as a constant (Karasvirta & Teerikangas, 2022). It is understood that maintaining organizational stability and competitive advantage after COVID-19 depends on successfully navigating continuing organizational change (Albrecht et al., 2022). According to researchers, organizational transformation success or failure largely depends on employee attitudes about change. They also said that for organizational change to be successful, staff members must be supportive of and eager to implement changes (Albrecht et al., 2022). Organizational change is a source of stress in people’s lives (Smollan, 2015), and attitudes toward organizational change and psychological well-being are related. Therefore, for any firm to succeed and accept constant organizational changes, its employees must be in excellent psychological health (Ferreira, 2012). Organizational change may be a risk factor for individuals’ health and well-being since it frequently entails overload, job changes, and adjustments in the abilities necessary to work and cope with the circumstance. As a result, employees react negatively to organizational change, and organizations must thus strengthen their capability to positively influence employees’ attitudes towards or accept the change (de Fátima Nery et al., 2020). Consequently, the following hypothesis is made:

\[ H_1: \text{Attitudes towards organizational change significantly correlate with the psychological health of Nigeria’s married career women in post Covid-19 era.} \]

**PSS and Psychological Health**

Notably, social support refers to both the perception and fact that a person receives support and care from others and actively engages in a social system. It might take the shape of information (like direction), friendship (like a sense of belonging), emotion (like nurturing), or monetary assistance (Thomas et al., 2017). The Relational Regulation Theory (RRT) postulates that significant effects on reducing stress happen when individuals regulate their attitudes, ideas, and behaviors through routine but consequential talks and shared activities instead of discussions about stress management (Lakey & Orehek, 2011). According to the theory, social engagement is a foundation for psychological wellness and perceived social support. Because of this, the relational regulation theory is crucial in describing how social support affects psychological health.

Prior studies have shown that having enough social support positively impacts mental health (Kent de Grey RG et al., 2018). An individual’s subjective perception and assessment that they are supported, understood, and respected by others is known as perceived social support (PSS) (Wang et al., 2022). Perceived social support, which mainly refers to mental and physical assistance from family members, co-workers, and the community, is a way for residents to lower psychological stress, reduce tension, and increase social resilience through social connections (Kaniasty K., 2020). Social support helps individuals’ mental health by enabling close family members and society to accurately judge the severity of an outbreak’s impacts (such as Covid-19). Hence, social support significantly impacts employees’ happiness and health (Zhao et al., 2022). Social support improves workers’ mental health under all conditions by reducing problems with mental health, anxiety, and psychological stress (Adamczyk & Segrin, 2015; Kent de Grey et al., 2018). Additionally, Ogunwale et al. (2020) discovered a strong connection between workers’ mental health and their level of assistance from their social system. A considerable social support influence on psychological health support lowers anxiety and boosts self-efficacy, according to Yang et al. (2019). They further postulated that social supports help minimize negative feelings like anxiety and boost mood. Additionally, Adekanmbi et al. (2022) reported that social support positively impacts the psychological health of Nigerian healthcare professionals and helps improve that health. In light of this literature, the following hypothesis has been formed:

\[ H_2: \text{Social support significantly relates to the psychological health of Nigeria’s married career women in post Covid-19 era.} \]

**TW and Psychological Health**

When work can be done utilizing software and technology from any employee’s convenient location, this is called teleworking (Kapoor et al., 2021). The transition to teleworking was further accelerated with the introduction of COVID-19 (Tokarchuk et al., 2021). According to the Job Demands-Resources (JDR) theory, people experience stress and burnout when they do not have enough resources to satisfy their job demands (Demerouti et al., 2001). Job demands are the organizational, social, or physical aspects of an employee’s employment that demand physical or mental effort and energy expenditure. They are linked to physiological and psychological expenses, including fatigue and somatic complaints (Van Steenbergen et al., 2018). A part of a worker’s employment
that meets their fundamental psychological requirements is a job resource and may be used to reduce workload demands. To increase employees’ capacity to meet the demands of their jobs, Van Steenbergen et al. (2018) argued that teleworking is a job resource, particularly a structural resource that may be employed once or over time. Hence, teleworking reduces the psychological and physical stress of job demands. This has raised concerns about the potential effects of theories like the Job Demands-Resources (JDR) hypothesis on psychological health, particularly for married career women dealing with a heavy workload due to the work-home interface brought on by the Covid-19 pandemic.

Ensuring married working women’s psychological health is crucial to the stability and sustainability of the family and society (Khorrami et al., 2019). Career women are under strain due to the overlap of their tasks in the home and workplace (Tan et al., 2020); hence teleworking and a balance of the two is necessary (Del Boca et al., 2020). According to Canales-Romero et al. (2021), career women working from home who served in dual responsibilities as assistant instructors to their children had deteriorating well-being during and after the Covid-19 epidemic. According to Pordelan et al. (2021), teleworking may have favorable effects, particularly on family and psychological health. They also asserted that allowing married women to work remotely may strengthen families, enhance their psychological stability, lower expenses, and boost commitment and job satisfaction. In their research in the UK, Griffiths et al. (2022) found that psychological discomfort was still more significant for those who continued to work from home after COVID-19 (22% compared to 18%). In another view, telework could be considered helpful to psychological health and a decent job in parallel or substitute for onsite work (Crawford, 2022). Consequently, it is crucial to consider how teleworking will affect employees’ mental health. This article has offered the following in response to the examined relational influence of teleworking on psychological health:

\[ H_3: \text{Teleworking significantly relates to the psychological health of Nigeria's married career women in post Covid-19 era.} \]

**S-HB and Psychological Health**

Self-harming behavior is not a mental disorder but a symptom of a lack of coping abilities. Consequently, it is the behavior displayed by those attempting to deal with a challenging circumstance (Guvendeger et al., 2017). The Selby and Joiner (2009) Emotional Cascade Theory emphasizes how an individual’s failure to control emotions that become more intense due to psychological musing can lead to reliance on behaviors that can encourage a physical feeling to distract them. Physical self-harm could form one such behavior. Consequently, the mental and physical pressure from workloads and the interaction between work and family may motivate self-harming behaviors (such as over-eating, under-eating, extending working hours, straining eyes due to overworking, and remaining accessible for work after hours).

In addition to adjusting to remote work and work demands during and after COVID-19, married career women also had to deal with pressure and the work-family interface (Hasking et al., 2021). Due to teleworking and work demands, parents and carers may engage in self-harming behaviors if they are more stressed than usual. Aside from that, women are more likely than males to engage in self-harming activities (such as extending working hours and remaining accessible for work after hours) (Kiekens et al., 2020). The study by Di Renzo et al. (2020) noted that 34.4% of respondents had increased appetite during the Covid-19 pandemic due to workloads, working from home, and the stress it brings. At the same time, 17.8% had less appetite. Consequently, nearly half of the study participants perceived excessive weight gain during the pandemic. As a result of their workloads, working from home, and the stress it causes, 34.4% of respondents in the Di Renzo et al. (2020) research reported having higher appetites during the Covid-19 epidemic. 17.8%, however, reported less hunger. Consequently, over half of the survey respondents thought there had been abnormal weight gain throughout the epidemic, which has also influenced them psychologically. As a result, the literature mentioned above suggests the premise that:

\[ H_4: \text{Self-harming behavior significantly correlates with the psychological health of Nigeria’s married career women in post Covid-19 era.} \]

Moreover, the reviewed literature has also inspired the following:

\[ H_5: \text{Attitude towards organizational change, perceived social support, teleworking, and self-harming behaviors collectively impact the psychological health of Nigeria’s married career women in post Covid-19 era.} \]

**Research and Methodology**

In this study, 240 married career women from six different work organizations in the Nigerian states of Lagos and Oyo participated in questionnaires as part of a cross-sectional scientific analysis. This study used a cross-sectional research design because it is frequently used to assess the prevalence of health outcomes (such as psychological health), identify their causes, and characterize the characteristics of a community (for instance, married career women). Participants were given questionnaires to complete to obtain information about married career women’s views regarding organizational change, perceived social support, teleworking, self-harming practices, and psychological health and to evaluate the study’s hypotheses. To guarantee anonymity, the convenience of use, improved validity, and time management, among other things, are some grounds for selecting a survey method. This procedure ensures these results. All participants in this study, which ensured ethical considerations, agreed after being recruited using a purposeful and simple random selection procedure. The participants’ identities and other details were confidential, and their involvement posed no threat to people or property. Statistical Packages for Social Sciences (SPSS version 28) was used to analyze 222 surveys that were eligible for usage. Besides, this study assessed its hypotheses and gathered data on married career women’s
attitudes toward organizational change, perceived social support, teleworking, self-harming behaviors, and psychological health. To examine the hypotheses, this study performed correlation and linear regression analysis. However, this study piloted a factor and reliability analysis to create a perfect instrument and determine the survey’s local consistency.

The survey in this report is divided into the following sections:

Section A: Demographics

This section details the respondents’ demographics, including age, education, and employment history.

Section B: Attitude Towards Organizational Change

This study espoused a 15-item Ferrari et al. (2018) scale to measure employees’ attitudes toward organizational change. It has a 5-point Likert scale with seven (7) positive and eight (8) negative statements. The scale has a total of 15 items. An α = .85 coefficient was realized for the positive statements. This research also received a reliability score of .80. Furthermore, the negative items had a reliability of = 0.83. Simultaneously, this document has a dependability of =.90. “I am willing to do everything I can to support this process of change” is one example of the measure’s item.

Section C: Perceived Social Support

This study used a 12-item Zimet et al. (1988) questionnaire to assess perceived social support. Cronbach’s alpha was 0.85. The scale’s response possibilities ranged from strongly disagree (1) to strongly agree (5) on a 5-point Likert scale. In this study, Cronbach’s alpha coefficient, which gauges the reliability of this scale, is 0.89. A sample of the scales’ item is “I get the emotional help and support I need from my family and colleagues.”

Section D: Teleworking

Nakrošienė et al. (2019) ’s 11-item teleworking questionnaire was used in this study. The scale features a 5-point Likert-style response format with a 0.86 reliability value. This paper did, however, achieve a dependability of = 0.88. “When working from home, I am able to nurse my family members” is a sample of the instrument’s items.

Section E: Self-harming Behavior

A 13-item self-harming behavior measure from Caton et al. (2021) was used in this investigation. The scale features a 7-point Likert response format and a reliability coefficient 0.87. This paper did, however, achieve a dependability of = 0.85. An example of the scales’ item is “I easily exhibit self-harming behavior after the Covid-19 pandemic.”

Section F: Psychological Health

The psychological well-being of married career women was evaluated using this 22-item scale developed by Flanagan et al. (2001). It had 0.86 for Cronbach’s alpha. The scale’s response format utilized a 5-point Likert scale, with options ranging from a little of the time (1) to all of the time (5). The instrument in this study has a Cronbach’s alpha coefficient of 0.91, which indicates its dependability. “Have you been concerned, worried, or had any fears about your health?” is an example of the instrument’s items.

Results

The tables below present the analysis results done on the participant data.

<table>
<thead>
<tr>
<th>Table 1: Descriptive Data of the MCW’s demographics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age</strong></td>
</tr>
<tr>
<td>20-34</td>
</tr>
<tr>
<td>35-49</td>
</tr>
<tr>
<td>50 and above</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Highest Level of Education</strong></th>
<th><strong>Freq.</strong></th>
<th><strong>%</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>HND/BSc./BTech</td>
<td>44</td>
<td>19.8</td>
</tr>
<tr>
<td>MSc. /MTech</td>
<td>67</td>
<td>30.2</td>
</tr>
<tr>
<td>Other Professional Qualifications</td>
<td>111</td>
<td>50.0</td>
</tr>
<tr>
<td>Total</td>
<td>222</td>
<td>100</td>
</tr>
</tbody>
</table>

**Source**: Author’s Results

The survey was completed by 222 out of 240 married working women. Of those, 88 (39.6%) were between the age of 20-34, 107 women (48.2%) were between 35-49, and the other 27 (12.2%) were 50 years and above. Additionally, 134 (60.4%) married career women had work experience of 5 years or more, compared to 88 (39.6%) women who had experience between 2 and 5 years in the workforce. In addition, 44 (19.8%) of the women had bachelor’s degrees, 67 (30.2%) of the married career women had master’s degrees, and 111 (50.0%) had further professional qualifications.
To examine the hypotheses, this study performed correlation and linear regression analysis.

**Table 2:** The Zero-order correlations between the independent factors and the psychological health of MCW in Nigeria

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Attitude Towards Organizational Change</th>
<th>Perceived Social Support</th>
<th>Teleworking</th>
<th>Self-Harming Behavior</th>
<th>Psychological Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attitude Towards Organizational Change</td>
<td>Pearson Correlation</td>
<td>.906**</td>
<td>.875**</td>
<td>-.689**</td>
<td>.792**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>&lt;.001</td>
<td>&lt;.001</td>
<td>&lt;.001</td>
<td>&lt;.001</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>222</td>
<td>222</td>
<td>222</td>
<td>222</td>
</tr>
<tr>
<td>Perceived Social Support</td>
<td>Pearson Correlation</td>
<td>.906**</td>
<td>1</td>
<td>-.852**</td>
<td>.775**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>&lt;.001</td>
<td>&lt;.001</td>
<td>&lt;.001</td>
<td>&lt;.001</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>222</td>
<td>222</td>
<td>222</td>
<td>222</td>
</tr>
<tr>
<td>Teleworking</td>
<td>Pearson Correlation</td>
<td>.875**</td>
<td>.890**</td>
<td>-.736**</td>
<td>.889**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>&lt;.001</td>
<td>&lt;.001</td>
<td>&lt;.001</td>
<td>&lt;.001</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>222</td>
<td>222</td>
<td>222</td>
<td>222</td>
</tr>
<tr>
<td>Self-Harming Behavior</td>
<td>Pearson Correlation</td>
<td>-0.689**</td>
<td>-0.852**</td>
<td>-0.736**</td>
<td>-0.833**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>&lt;.001</td>
<td>&lt;.001</td>
<td>&lt;.001</td>
<td>&lt;.001</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>222</td>
<td>222</td>
<td>222</td>
<td>222</td>
</tr>
<tr>
<td>Psychological Health</td>
<td>Pearson Correlation</td>
<td>.792**</td>
<td>.775**</td>
<td>.889**</td>
<td>-.833**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>&lt;.001</td>
<td>&lt;.001</td>
<td>&lt;.001</td>
<td>&lt;.001</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>222</td>
<td>222</td>
<td>222</td>
<td>222</td>
</tr>
</tbody>
</table>

**.** Correlation is significant at the 0.01 level (2-tailed).

**Source:** Author’s Findings

At (r= 0.792; p<.001), the resulting matrix in Table 2 demonstrates a statistically significant positive correlation between ATOS and psychological health. Therefore, married career women in Nigeria who are positive about organizational change have better psychological health during post Covid-19 era. The findings also demonstrate a strong relationship between perceived social support and the psychological health of married career women (r= 0.777; p<.001). This suggests that increased married career women’s PSS leads to higher psychological health in Nigeria during the post-Covid-19 period. Additionally, the results show a positive correlation between teleworking and psychological wellness (r= 0.889; p<.001). The deduction that can be drawn from this finding is that married career women in Nigeria have greater TWs, which is appropriate for their psychological health post-Covid-19 period. The resulting matrix in Table 2 shows a statistically significant negative connection between self-harming behaviors and psychological well-being at (r= -0.833; p<.001). Therefore, self-harming behaviors indicate poor psychological health among married career women in Nigeria during post Covid-19 era.

**Table 3:** A multiple regression showing the combined influence of ATOS, PSS, TW, and SHB on PH

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.987*</td>
<td>.974</td>
<td>.973</td>
<td>1997.352</td>
<td>&lt;.001b</td>
</tr>
</tbody>
</table>

**a.** Dependent Variable: Psychological Health

**b.** Predictors: (Constant), Attitude Toward Organizational Change, Perceived Social Support, Teleworking, Self-Harming Behavior

According to the findings in Table 3, attitude toward organizational change, perceived social support, teleworking, and self-harming behaviors have a significant, solid, and positive joint impact on the psychological health of married career women in Nigeria post-Covid-19 era (R=.987, R²=.974, F = 1997.352, p<.001). Based on this finding, married career women in Nigeria could attribute 98% of perceived changes in psychological health to ATOC, PSS, TW, and SHB. The remaining 2% was attributed to additional elements not examined in this research.
Table 4: A linear multiple regression showing the relational impacts of ATOS, PSS, TW, and SHB on PH

<table>
<thead>
<tr>
<th>Influencers</th>
<th>B</th>
<th>β</th>
<th>t</th>
<th>Sig</th>
<th>95.0% Confidence Interval for B</th>
<th>R</th>
<th>R²</th>
<th>F</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>26.468</td>
<td>.44</td>
<td>44.263</td>
<td>.001</td>
<td>25.289 to 27.646</td>
<td>.987a</td>
<td>.974</td>
<td>1997.352 &lt; .001</td>
<td></td>
</tr>
<tr>
<td>Attitude Toward Organizational Change</td>
<td>.637</td>
<td>.575</td>
<td>19.143</td>
<td>.001</td>
<td>.571 to .703</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceived Social Support</td>
<td>1.007</td>
<td>1.250</td>
<td>30.520</td>
<td>.001</td>
<td>1.072 to 1.072</td>
<td>.517</td>
<td>.942</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teleworking</td>
<td>.803</td>
<td>.859</td>
<td>33.172</td>
<td>.001</td>
<td>.755 to .850</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self-Harming Behavior</td>
<td>-.384</td>
<td>-.869</td>
<td>38.194</td>
<td>.001</td>
<td>.346</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Author’s Findings

Table 4 displays the matrix produced and demonstrates how organizational change attitudes positively impact psychological health ($β = .575; p < .001$). Thus, in the post-Covid-19 era, married career women in Nigeria had better psychological health due to their attitude toward organizational change. Furthermore, the findings demonstrate that psychological health is favorably impacted by perceived social support ($β = 1.250; p < .001$). This suggests that better psychological health among married working women in Nigeria during the post-Covid-19 era was due to enhanced social support. The findings imply that teleworking positively impacts psychological health ($β = .859; p < .001$). In Nigeria’s post-Covid-19 era, teleworking improves the psychological health of married working women. The matrix that results is displayed in Table 4 and illustrates how self-harming activities harm psychological health ($β = -.869; p < .001$). As a result of their self-harming habits, married career women in Nigeria in the post-Covid-19 era had declining psychological health. Figure 1 presents the correlation matrix between the predictors and psychological health among MCW in Nigeria.

Figure 1: The correlation matrix between the predictors and psychological health among MCW in Nigeria; Source: Author’s Results

Discussion

According to this study, married career women in Nigeria experience a considerable and positive relational impact from their attitude towards organizational change on their psychological health. This observation assumes that married career women in Nigeria post-Covid-19 era have better psychological health due to a good attitude toward organizational change or mental predispositions based on positive change assessments. This result is consistent with the evidence of an association between ATOC and PH that has previously been seen (Smollan, 2015). Additionally, it supports Ferreira’s (2012) assertion that psychological well-being and organizational change attitudes are related. The current finding further supports de Fátima Nery et al. (2020) assertion that attitude toward organizational change has a considerable positive impact on employees’ psychological health. As a result, this paper has established that ATOC significantly correlates with married career women’s psychological health in Nigeria in the post-Covid-19 era. Additionally, it supports the situational attribution theory, according to which married career women’s attitudes toward change...
are influenced by environmental or extrinsic factors, including, among others, a global pandemic (Covid-19) and its ramifications and changes in economic or governmental policy.

According to this study, perceived social support significantly and favorably influences married career women in Nigeria's psychological well-being. The results show that in the post-Covid-19 era, married working women in Nigeria had much better psychological health due to perceived social support. This evidence supports Kent de Grey RG et al. (2018)’s claim that having adequate social support has a positive impact on mental health. The current findings support Adamczyk and Segrin’s (2015) submission. They discovered that social support improves mental health, anxiety, and physical and psychological stress. Additionally, this research backs up Ogunwale et al. (2020), who claim that there is a direct link between employees’ mental health and the level of social assistance they receive. Additionally, it backs up Adekanmbi et al.’s (2022) claim that social support has a good effect on and enhances the mental health of Nigerian healthcare professionals. These results corroborate the theory that social support significantly impacts psychological health in Nigeria’s post-Covid-19 married working women. It also supports the relational regulation theory’s (RRT) claim that perceived social support and psychological well-being are built on social involvement.

This study also revealed that teleworking had a significant and positive relationship impact on the psychological health of married career women in Nigeria. This indicates that in Nigeria’s post-Covid-19 period, married career women’s teleworking significantly improves their psychological health. This finding is consistent with a prior study that teleworking might positively impact family and psychological health. Providing married women with teleworking opportunities may strengthen families, improve psychological stability, reduce costs, and increase commitment and job satisfaction (Pordelan et al., 2021). The argument made by Canales-Romero et al. (2021) that career women working from home who acted as their children's assistant teachers had declining well-being during and after this article did not support the Covid-19 outbreak. Griffiths et al. (2022), who discovered that psychological distress was still more severe for those who remained to work from home following COVID-19 in the UK (22% compared to 18%), have not been confirmed either. Thus, this study has confirmed the hypothesis that teleworking is substantially connected with psychological health among married career women in Nigeria in the post-Covid-19 era. It also supports the Job Demands-Resources (JDR) theory, which holds that when workers lack the resources necessary to meet their job demands, stress and burnout result. As a result, the hypothesis affects psychological health, particularly for married career women who are stressed from their jobs. Teleworking (a job resource) helps to lessen this burden.

This study found that self-harming behaviors have a significant and negative relationship impact on the psychological health of married working women in Nigeria. The premise of this finding is that married working women in Nigeria post-Covid-19 period have poor psychological health due to their self-harming behaviors. This result is consistent with the study by Kiekens et al. (2020), which suggests that parents and caregivers may self-harm if they are experiencing higher levels of stress than usual due to teleworking and work demands. In addition, women are more likely than men to commit acts of self-harm (such as extending working hours and remaining accessible for work after hours). It also confirms the assertion made by Di Renzo et al. (2020) that over half of the study participants believed that there had been excessive weight gain during the epidemic. 34.4% of the survey participants said that more during the Covid-19 pandemic. However, 17.8% claimed to be less hungry. Therefore, more than half of survey participants believed that an unusual weight gain had occurred throughout the epidemic, impacting their psychological well-being. The failure of an individual to manage emotions that intensify as a result of psychological musing can lead to reliance on actions that can induce a physical feeling to divert them. These actions could be over-eating, under-eating, extending working hours, straining eyes due to overworking, and remaining accessible for work after hours. This is why this article supports the emotional cascade theory.

The authors of this study have further demonstrated how the attitude towards organizational change, perceived social support, teleworking, and self-harming behaviors significantly and favorably benefited married career women in Nigeria in terms of psychological health promotion and sustainability. Therefore, these independent variables caused a 98% variation in PS among married career women in Nigeria after the Covid-19 era. Factors not evaluated in the current study are responsible for the remaining 2% discrepancy in psychological health among married career women in Nigeria after the Covid-19 era. This finding confirms that, in the post-Covid-19 period, married career women in Nigeria are affected psychologically by attitude towards organizational change, perceived social support, teleworking, and self-harming behaviors. Therefore, significantly more benefits are attained when Nigeria's healthcare, economic, and educational sectors properly address these factors in fostering and enhancing psychological wellness. Significant and novel contributions to this study have come from the reported combined effects of ATOC, PSS, TW, and SHB on psychological health among MCW in Nigeria. Figure 1 of the relational impacts further supports this:

Inferring a helpful model to encourage and advance psychological wellness post-Covid-19 was the main goal of this study. Hence, the model in Figure 2.
The study's findings have various implications for future research and the proper systematic and intentional intervention needed to foster a culture of acceptance for the necessary organizational change, improved social support, encouraged teleworking, reduced self-harming behaviors, and sustainable psychological health among married career women. By taking into account the combined impacts of attitude towards organizational change, perceived social support, teleworking, and self-harming behaviors, the findings of this article imply a significant increase in psychological health within the healthcare, economic, and educational sectors. Similarly, these findings will benefit married career women's psychological health in Nigeria following COVID-19. This study's results regarding enhancing and sustaining the psychological health of married career women within them could be adopted by management inside Nigerian businesses.

Furthermore, the findings of this study have implications for Nigerian firms, particularly those run by married career women. The study’s conclusions thus offer a framework for enhancing the psychological health of married career women by influencing favorable attitudes toward organizational change, boosting and encouraging teleworking and the social support they receive, and lowering their self-harming behaviors.

Contribution

The literature on work-family balance, organizational behavior, psychological well-being, and psychology has been enriched by this publication, especially in the Nigerian context. The related effects of attitude toward organizational change, perceived social support, teleworking, and self-harming behavior are also provided as new data on how married career women and workplaces might encourage greater psychological wellness. Moreover, it offers more information on how to lessen the difficulties and adverse effects of the Covid-19 epidemic.

Conclusions

By investigating attitudes towards organizational change, perceived social support, teleworking, and self-harming behaviors as predictors, this paper seeks to promote and sustain married career women’s psychological health in Nigeria post-Covid-19. The findings of this study demonstrate that teleworking, self-harming behavior, perceived social support, and attitude toward organizational change all have a significant combined and independent relationship impact on married career women in Nigeria’s ability to maintain psychological health. Therefore, the aforementioned independent variables in Nigerian married career women predict their psychological well-being. However, the following suggestions are helpful:

i. Workplaces and healthcare facilities should encourage internal events to spread information about the stages of the change process and enhance communication and transparency of the procedures since this generates positive attitudes and encourages engagement with the planned change method. As a result, this activity will enhance the psychological well-being of married career women.

ii. To promote married career women’s mental health, relevant authorities might arrange seminars and training to highlight the importance of family ties and offer practical methods for obtaining social assistance. Additionally, married career women with families can receive counseling to assist them in finding a solution to their current issues.

iii. Since research demonstrated a significant and favorable impact of teleworking on psychological health in the post-COVID-19 era, management should support the work practice that permits workers to work at the designated location. It will allow married working women to fulfill their professional commitments in a demanding workplace. However, they should also help create the best possible working environments for married women in careers by enhancing organizational support,
peer support, technical assistance, and boundary management support. Additionally, when teleworking, employers may offer the right technology infrastructure for workers to improve their productivity and well-being.

iv. Married career women have experienced significant stress and tension due to the pandemic. To help reduce workloads, the management of workplaces and healthcare facilities is proposed to provide a proper work structure and schedule. This will, in turn, minimize self-harming behaviors (such as over-eating, under-eating, extending working hours, straining eyes due to overworking, and remaining accessible for work after hours). Additionally, the management might provide training to educate career women on healthy coping mechanisms in light of the present workload.

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References


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