# PSYCHOSOCIAL FACTORS AND PSYCHOLOGICAL WELLBEING OF SECONDARY SCHOOL TEACHERS IN EDO STATE, NIGERIA By

Florence Toyin ADEYEMI (PhD)

&

## Timileyin Bolaji OMOTOSO

Depertment of Educational Evaluation and Counselling Psychology University of Benin, Edo State, Nigeria 08023365220 e-mail: mtstimileyin39@gmail.com

## Abstract

This study examined the relationship between psychosocial factors and psychological wellbeing of teachers in Benin Metropolis of Edo State, Nigeria. It specifically sought to find out to what extent job motivation, work environment and personality styles of teachers correlate with teachers' psychological wellbeing in the study area. Four research questions were raised, research question one was answered while questions two to four were hypothesized and tested at 0.05 level of significance. The study adopted a correlational survey research design. The population of the study comprised of all the 1036 teachers in the public secondary schools in Benin Metropolis while multistage sampling procedure was used to select 240 teachers from the population. Four research instruments were adapted and used for data collection. They include the IPIP Big-Five Factors Markers by Goldberg (1992), for Personality style; Employee Survey Questionnaire by Kinne (2023), for work environment; Employee Motivation Questionnaire by Kinne (2023), for job motivation; and Ryff (1989) scale, for psychological wellbeing. The generated data was analyzed using Pearson Product Moment Correlation. The findings revealed that there is a significant relationship between teachers' psychological wellbeing and their job motivation. The findings also revealed that there is a significant relationship between the psychological wellbeing and work environment of teachers in Benin Metropolis of Edo State, Nigeria. The study further reveals that significant relationship personality styles of the teachers and their psychological will being. Based on these findings, it was recommended among others that School Administrators should ensure healthy work environment for their teachers for improved wellbeing.

**Keywords:** Psychosocial factors, Psychological wellbeing, Secondary School Teachers in Edo State

#### Introduction

As at 2021, it was estimated that there were about 85 million teachers throughout the world across all levels of education (World Bank, 2021). Teaching has been described as a noble profession that comes with so much responsibility and duty towards students. It is a profession where every teacher needs to play an important role in making a child to realize his or her life dreams. Teaching is recognized as one of the most respected but challenging career choices, absolutely vital to the social, cultural and economic health of any nation. Teaching has long been endorsed to be one of the most demanding and stressful job with high levels of tension, burnout, attrition, and low professional wellbeing (Benevene et al., 2020; Mercer, 2020).

Teacher wellbeing may play an important role in teachers' satisfaction and achievement. Teaching is a highly stressful and demanding career because teaching constitutes the centrepiece of any educational system; no education system can rise above the quality of its teachers is a general maxim. Research suggests that teachers are the builders of prosperous and successful societies, and to make learning possible, their emotions, needs, and psychological health must be assured (Zaki, 2018). Teachers whose basic needs have been met are more likely to enjoy positive psychological wellbeing and they are likely to be resourceful and productive. Teachers' psychological wellbeing may correlate with their effectiveness, thus leading to job satisfaction or dissatisfaction (Hongying, 2017; Judge and Kammerer-Mueller, 2019).

The concept of psychological wellbeing refers to an individual's level of mental satisfaction and feelings of accomplishment. According to the World Health Organization (2006), psychological wellbeing is a condition of complete physical, social, and mental wellbeing in the complete absence of diseases or infirmity. Psychological wellbeing encompasses the person's perspective of life, including not only perceptions of physical health but also of self-esteem, self-efficacy, relationship with others and satisfaction with life. It is related to the positive dimensions of mental health while the negative dimensions include psychological distress and psychological disorders. Working conditions have been described as an essential determinant of wellbeing. School teachers may face a lot of challenges, in the course of carrying out their primary assignments. These challenges may occur as a result of a sharp rise in job demand, multiple roles played by this set of employees, lack of motivation, family structure among others. Many workers face a lot of problems in the course of discharging their duties, which could results to work stress, emanating mostly from the tedious demands of their work, and of course, hamper their psychological wellbeing because of the struggle to cope with pressure from each angle (Saidu, 2013).

According to Emmanuel and Odusanya (2015), the challenges of psychological wellbeing among secondary school teachers still remain a serious issue that needs urgent attention, due to the rigorous work load, pressure and multiple roles assigned to them in their place of work which could make many of them unhappy. Most secondary school teachers may spend a longer time attending to students; and in the process infringe on their own health condition. The task attached to teaching profession coupled with the seemingly poor remuneration may make them unhappy, and could feel unsatisfied, thereby affecting their psychological wellbeing. The psychological wellbeing of teachers in Nigeria has continued to deteriorate on a day to day basis due to the economic downturn in the country (Ajala & Bolanriwa, 2015).

Psychological well-being of teachers in Nigeria is a core feature that should be emphasized in the teaching profession at all levels of governance. The psychological wellbeing of teachers is described as the judgment and satisfaction of an individual with his/her happiness, physical and mental health, as well as their profession (Huppert, 2009). The wellbeing of teachers goes beyond the simple absence of setbacks and stressors at work but rather refers to the capability of teachers to strike a positive and dynamic balance between their resources and professional challenges (Benevene, 2020).

Teacher wellbeing has been acknowledged to be crucial for teachers' lives as low level of teachers' wellbeing could constitute a threat to teachers' overall health (Gray, Grove, and Sutherland, 2017; School Mental Health Group, 2019). Psychological wellbeing is a major driver of teaching quality (Duckworth et al., 2009) and student achievement (Branand and Nakamura, 2017). High teachers' psychological wellbeing could help schools stabilize their functioning and increase the commitment of staff members. Teachers experiencing diminished wellbeing may not be able to provide high quality teaching and may leave the profession early.

The economic downturn in the country seems to have put a lot of teachers under a lot of hardship and this may adversely affect their psychological wellbeing. Many teachers may feel burned out, struggling with their job and stressed. This could lead to series of consequences on the schools, the learners, the society and the teachers themselves. Stress can negatively affect mental and physical health of humans. The stressors could be as a result of psychosocial induced factors like job motivation, work environment, and personality styles of the teachers among others. Psychosocial factors are characteristics or facets that influence an individual psychologically and socially which can lead to adaptive and maladaptive ways of perception, evaluation and action (Adeyemi & Uyigue, 2020). They are factors that describe individuals in relation to their social environment and how these affect physical and mental health.

Job motivation is one of the key elements in work performance and productivity. Even when people have clear work objectives, the right skills and a suitable work environment, they may not get the job done without sufficient job motivation to achieve work objectives. According to Mercer (2020), there are three major components of job motivation which are activation, persistence and intensity. According to him, activation has to do with the decision to initiate or begin behaviour; persistence has to do with the continuous effort toward a goal even though challenges may occur; and intensity has to do with the concentration and effort that goes into pursuing a goal.

Teachers' personalities may affect their productivity at work. Psychological characteristics can have behavioural manifestations; they should not exclusively be reflected in bodily expression, such as specific (facial) gestures or movements (Roisine & Joanne, 2016). Effective reward mechanism in a school system may improve teachers' motivation and increase their productivity and contribute to a better and enhanced psychological wellbeing (Adeyemi & Egbochuku, 2019). When teachers receive appropriate motivation, their psychological wellbeing may be increased. Such development could result into high productivity.

Dornyei (2005), Fernet (2016) and Schaufeli and Bakker (2004) highlighted specific dimensions of teachers' motivation that can influence and shape a healthy and productive learning environment for their students, engrossing work environment for their colleagues and an engaging professional setting for themselves to sustain their job interest and dedication as well as their attachment to their career. Teachers may be faced with a lot of challenges in the course of carrying out their primary assignments. These challenges may occur as a result of the sharp rise in job demands, multiple roles played by the teachers which may affect their psychological wellbeing. Teachers are concerned and connected with their work environment

for both personal comfort and better performance. If the working condition is pleasant, teachers may find it easy to carry out their job duties. Contrarily, if the working conditions are not good, it may lead to poor job dissatisfaction and consequently to poor job performance. Therefore, a pleasant work environment of teachers could be linked to a stable psychological wellbeing.

Personality styles reflect people's characteristic patterns of thoughts, feelings and behaviour. It is the combination of habitual behaviours, cognitions and emotional patterns that make up individual distinctive characters. An introverted teacher might be quiet and reserved while an extroverted teacher might be sociable and outgoing and this may affect the teaching learning process. Teachers' psychological characteristics such as personality may have significant outcome in relation to teacher's effectiveness, teachers' wellbeing and inter-personal relationship with students, parents, principals and colleagues.

#### **Statement of the Problem**

Nowadays, the issue of teachers' psychological wellbeing has raised a lot of concern in Nigeria, as many teachers seem to be suffering from psychosocial challenges (Ajala & Bolarinwa, 2015). The wellbeing of teachers today may impact the wellbeing of the society in the future; and if the standards remain unchanged, the educational experience of students may suffer, with far-reaching financial, economic and social consequences for the nation. Many teachers could be facing some psychosocial problems which could emanate mostly from the tedious workload, lack of job motivation, family demands and structure, and poor personality disorder among others, which could influence their psychological wellbeing. This is because they could be struggling to cope with pressure from many angles.

It has been observed that many secondary school teachers in Benin Metropolis of Edo State, Nigeria could be facing low psychological wellbeing, which could be linked to various psychosocial challenges they may be facing in discharging their duties, and consequently leading to stressors. Such stressors could arise as a result of psychosocial induced factors like the state of job motivation, work environment, and personality styles of the teachers; which are the focus of this study. Psychosocial factors are characteristics or facets that influence an individual psychologically and socially which can lead to adaptive and maladaptive ways of perception, evaluation and action. They are factors that describe individuals in relation to their social environment and how these affect physical and mental health.

Such challenges remain a serious issue that need urgent attention due to rigorous workload, pressure and multiple roles assigned to them at their workplace which could make many of them unhappy and stressful, thus impacting on their wellbeing. The need to look into the relationship between psychosocial factors and psychological wellbeing of teachers in Benin Metropolis of Edo State, Nigeria is significant as it could impact on their output and the overall achievement of the education goals.

The contention of this study therefore, is whether certain psychosocial factors could correlate with teachers' psychological wellbeing in Edo State, Nigeria. In other words, could there be relationship between psychosocial factors and teachers' psychological wellbeing in the study

area. Thus, this study investigated the correlation between psychosocial factors and psychological wellbeing of teachers in Benin Metropolis of Edo State, Nigeria.

## **Research Objectives**

The following objectives guided this study:

- 1. To examine the relationship between job motivation and psychological wellbeing of secondary school teachers in Benin Metropolis of Edo State, Nigeria.
- 2. To examine the relationship between work environment and psychological wellbeing of secondary school teachers in Benin Metropolis of Edo State, Nigeria.
- 3. To investigate the relationship between personality styles and psychological wellbeing of secondary school teachers in Benin Metropolis of Edo State, Nigeria.

## **Hypotheses**

HO<sub>1</sub> There is no significant relationship between job motivation and psychological wellbeing of secondary school teachers in Benin Metropolis of Edo State, Nigeria.

HO<sub>2</sub> There is no significant relationship between work environment and psychological wellbeing of secondary school teachers in Benin Metropolis of Edo State, Nigeria.

HO<sub>3</sub> There is no significant relationship between personality styles and psychological wellbeing of secondary school teachers in Benin Metropolis of Edo State, Nigeria.

## Methodology

The study adopted survey research design using correlational method. The population of the study comprised all the public owned secondary school teachers in Benin Metropolis of Edo State, Nigeria with a total population of one thousand and thirty six (1,036) in the three local government areas that made up the area of study. The sample for the research was selected using the multi-stage sampling procedure. At the first stage, the three (3) local government areas that made up the Benin Metropolis were purposefully selected for their homogeneity out of the eighteen (18) local government areas that made up Edo State. At the second stage, ten (10) schools were randomly selected from each local government area within the Metropolis. At the third stage, eight (8) teachers were randomly selected from each of the ten (10) sampled schools from each local government area, making up eighty (80) teachers from each of the three local government areas. A total of 240 teachers were therefore selected as the sample for the study.

The instruments used to collect data for the study were a questionnaire adapted from the IPIP Big-Five Factors Markers by Goldberg (1992) for Personality style, adapted Employee Survey Questionnaire by Kinne (2023) for work environment, Employee Motivation Questionnaire by Kinne (2023) for job motivation, and Ryff scale by Ryff (1989) for psychological wellbeing. The instruments were face validated while their reliability estimates yielded 0.753, 0.692, 0.701 and 0.730 coefficients for psychological wellbeing, personality styles, job motivation and work environment respectively; making use of the Cronbach alpha method. Research question one was answered directly using the descriptive analytical method while hypotheses one to three were tested using the Pearson Product Moment Correlation and making use of the SPSS. The hypotheses were tested at an alpha level of 0.05.

#### Results

**Hypothesis One**: There is no significant relationship between job motivation and psychological wellbeing of secondary school teachers in Benin Metropolis of Edo State, Nigeria.

Table 1: Pearson Product Moment Correlation between Job Motivation and Psychological Wellbeing of Secondary School Teachers

Variables	N	r	Sig. (2-tailed)
Psychological wellbeing			
Job Motivation	240	0.614	0.001

Table 1 showed the relationship between job motivation and psychological wellbeing of secondary school teachers in Benin Metropolis of Edo State, Nigeria. A total of 240 teachers responded to the instrument. The correlation coefficient obtained for this distribution is 0.614 with a p-value of 0.001 (P < 0.05), which implies that there is a significant correlation between job motivation and psychological wellbeing of secondary school teachers. Thus, the stated hypothesis is rejected, which implies that job motivation and psychological wellbeing of teachers are significantly related. Therefore, there is significant relationship between job motivation and psychological wellbeing of secondary school teachers in Benin Metropolis of Edo State, Nigeria.

**Hypothesis Two**: There is no significant relationship between work environment and psychological wellbeing of secondary school teachers in Benin Metropolis of Edo State, Nigeria.

Table 2: Pearson Product Moment Correlation between Psychological Wellbeing and Work Environment of Teachers

Variables	N	R	Sig. (2-tailed)
Psychological Wellbeing			
Work Environment	240	0.799	0.001

Table 2 showed the relationship between work environment and psychological wellbeing of secondary school teachers in Benin Metropolis of Edo State, Nigeria. A total of 240 teachers responded to the instrument. The correlation coefficient for this distribution is 0.799 with a p-value of 0.001 (P < 0.05), implies that there is a between psychological wellbeing of teachers and work environment. Thus, the stated hypothesis is rejected, which implies that the work environment is significantly related to psychological wellbeing of teachers. Therefore, there is significant relationship between work environment and psychological wellbeing of teachers in Benin Metropolis of Edo State, Nigeria.

**Hypothesis Three**: There is no significant relationship between personality styles and psychological wellbeing of secondary school teachers in Benin Metropolis of Edo State.

Table 3: Pearson Product Moment Correlation on Personality Styles and Psychological Wellbeing of Teachers

Variables	N	R	Sig. (2-tailed)
Psychological wellbeing			
Personality Styles	240	0.781	0.001

Table 3 revealed the relationship between personality styles and psychological wellbeing of secondary school teachers in Benin Metropolis of Edo State, Nigeria. A total of 240 teachers responded to the instrument and the correlation coefficient obtained for this distribution is 0.781 with a p-value of 0.001 (P < 0.05) which implies that there is a significant correlation between personality styles and psychological wellbeing of secondary school teachers. Thus, the stated hypothesis is rejected, which implies that the personality styles and psychological wellbeing of secondary school teachers are significantly related. Therefore, there is significant relationship between personality styles and psychological wellbeing of teachers in Benin Metropolis of Edo State, Nigeria.

# **Discussion of Findings**

The result obtained showed that the psychological wellbeing of teachers in Benin Metropolis of Edo State, Nigeria is unhealthy and may be caused by the teachers' low psychosocial pedigree. The psychological wellbeing of teachers can be associated with teachers' job motivation, work environment and personality style.

The findings of the study also revealed that job motivation is significantly related to psychological wellbeing of secondary school teachers. This finding agrees with the work of Abos et al (2018) that teachers who were high on motivation display a high level of psychological wellbeing. However, Khanal (2021) in his study reached a conclusion that teachers could be intrinsically and extrinsically demotivated due to lack of job motivation which could adversely affect the teachers' psychological wellbeing.

Increment in salary, loyalty of management, recommendations, training and retraining at workshops and seminars among others could be responsible for job motivation of teachers, which could consequently impact the psychological wellbeing of teachers. It is believed that good income not only helps employees meet basic needs, but also to higher needs in life (Luthans, 2006). Hung (2017) referred to the amount paid to employees, as well as employees' perceptions of pay equality and the pay mechanisms used to divide wages among employees as indices of staff motivation. Effective training can boost employee morale and loyalty to the organization; and businesses that offer great training opportunities are less likely to lose their employees to other organizations (Fernet, 2016).

Another finding of the study revealed that work environment is significantly related to the psychological wellbeing of teachers. This finding agrees with Abdurrahman et al (2015) which revealed that teachers rated their level of Quality of School Work Life moderately

and rated their level of psychological wellbeing relatively higher. This study showed that there is a positive correlation between the psychological wellbeing of teachers and their work environment. A study by Srivastava (2007) agreed that those teachers who perceived their work environment to be safer and more favourable may experience lower levels of psychosomatic distress and have fewer symptoms of somatization than those who perceived their work environment negatively. Moreover, Envick (2012) proved that positive psychological wellbeing positively effects worker productivity.

Work relationship, job security, self-recognition, job characteristics among others could be those factors that facilitate a conducive work environment among teachers. Tran (2015) concluded that the more interesting the work, the more the employees will become enthusiastic and interested in focusing on the work. Nguyen (2021) in her study came to the conclusion that employees will feel more at ease if they have a positive working relationship with their coworkers and are valued. A study by Sabri, Mutalib & Hasan (2019) concluded that an organization with a good employee relation programme will provide fair and consistent treatment to all employees so they will be committed to their jobs and loyal to the organization. It is believed that employees' good relationship with the employer could help to motivate them in doing their work and keep them energised (Sabri et al., 2019).

According to Andriotis (2018), employee appreciation in the workplace is highly essential in the culture of any organization. Outstanding employees can be rewarded with a public commendation in front of all colleagues, or they can be rewarded with something as simple as a "thank you" message for their efforts or a warm welcome at work (Andriotis, 2018). Most employees have a desire to be recognized by their managers, colleagues, and customers. This need has been recognized by workers, and partly by social and organizational contexts (Brun & Dugas, 2008).

The last finding of the study revealed that personality styles of teachers significantly related to their psychological wellbeing. This may be because the key to success in life depends on individual personality traits and styles. This finding agrees with Mercer (2020), which stated that the key to success to creative teaching is to understand teachers' personality traits, pay attention to the resilience of the development of teachers' creative teaching, and provide required support. He asserted that the higher the awareness of a problem and the degree of school support in the resilience is, the higher the problem solving and the higher degree of teaching in the creative teaching tended to be. Similarly, the study of Arshad and Rafique (2016) agreed that increasing extraversion and conscientiousness among teachers can eventually help in enhancing psychological wellbeing.

#### **Conclusions**

Based on the findings of this study, it is concluded that the psychological wellbeing of teachers in Benin Metropolis of Edo State, Nigeria is unhealthy. It is also concluded that job motivation is significantly related to the psychological wellbeing of secondary school teachers in Benin Metropolis of Edo State, Nigeria. Furthermore, the work environment and personality styles of teachers are significantly related to their psychological wellbeing in the study area.

#### Recommendations

Based on the findings of this study, the following recommendations were made:

- 1. Teachers should exhibit balanced personality styles and traits at schools to enhance healthy psychological wellbeing.
- 2. School administrators should ensure healthy work environment for their teachers for improved wellbeing.
- 3. School administrators should give commendation and appropriate rewards to teachers who had displayed exceptional qualities in the discharge of their duties.
- 4. Government should ensure periodic promotion and commensurate increment in teachers' salary and other emoluments to ensure motivation for higher performance; and consequently inducing their psychological wellbeing.

#### References

- Abdurrahman, L., Oyku O., Atakan A., & Muhammad A. (2015). Teacher job satisfaction and student achievement: the roles of teacher professional community and teacher collaboration in schools. *American Journal of Education*, 123, (2), 56-69.
- Abos, A., Haerens L., Serrano J., & Aelterman N. (2018). The multilevel impact of transformational leadership on teacher commitment: cognitive and motivational pathways. *British Educational Research Journal* 38 (5), 703-729.
- Adeyemi, F. T. & Egbochukwu, E.O. (2019). Relationship between Lecturers Counseling Needs and Productivity: A Case of University of Benin, Nigeria. *Journal of Educational Research*, 1(2), 41-47.
- Adeyemi, F. T. & Uyigue, P.O. (2020). Psychosocial Needs of Internally Displaced Females in Edo State, Nigeria in A. Mburza & H. Ezekwe(eds). *Reading on Counseling and Social Inclusion: A Counsellor Companion*. Conference Proceedings for the 44<sup>th</sup> annual National Conference of the Counseling Association of Nigeria, Chapter 1, 1-9.
- Ajala, E. M. & Bolarinwa J. A. (2015). Quality of work life and workers wellbeing: The industrial social workers approach. *An International Journal of Psychology in Africa: Ife Psychologia*, 21(2), 46-57.
- Andriotis, K. (2018). *Degrowth in tourism: Conceptual, theoretical and philosophical issues*. CABI.
- Arshad, A. & Rafique, R. (2016): Situation and personality correlates of psychological wellbeing social activity and personal control. *Journal of Research in Personality*, 29, 395-417.
- Benevene, M. (2020). Motivation as an aspect of professional competence: *Journal of Frontier Psychology*.11-https://doi-org/10.3389/fpsyg.602466
- Branand, B. & Nakamura, J. (2017). The well-being of teachers and professors.

- Brun, H. & Dugas L. (2008). An analysis of employee recognition: Perspectives on human resources practices: *The International Journal of Human Resource Management*: 19, NN 4. https://www.tandfonline.com/doi/abs/10.1080/09585190801953723
- Dornyei, P. S. (2005). The relationship between well-being indicators and teacher psychological stress in Eastern Cape public schools in South Africa. *Journal of Industrial Psychology*, 39, 1-10.
- Duckworth, A. L., Quinn, P. D., & Seligman, M. E. P. (2009). Positive predictors of teacher effectiveness. *Journal of Positive Psycholology* 4, 540–547. doi:10.1080/17439760903157232
- Emmanuel, O. S. & Odusanya, A. J. (2015). A review of literature on work environment and work commitment: implication for future research in citadels of learning. *Journal of Human Resource Management*, 18, (2), 32-46.
- Envick, B. R. (2012). Investing in a healthy workforce: The impact of physical wellness on psychological wellbeing and the critical implications for worker performance. *Academy of Health Care Management Journal*, 8(1), 21-32.
- Fernet, A. (2016). The informal learning of teachers: learning climate, job satisfaction and teachers' and students' motivation and well-being. *International Journal of Education Resources*, 79, 52–63. doi: 10.1016/j.ijer.2016.06.007
- Goldberg, L. R. (1992). The development of markers for the Big-Five Factor Structure. *Journal of Psychological Assessment*, 4, 26-42.
- Gray, C., Grove W., & Sutherland N. (2017). Teacher mental health, school climate, inclusive education and student learning: A review of Canada Psychology, 58, 203–210. doi: 10.1037/cap0000117.
- Hongying, F. L. (2017). A study of work stressors and wellness/health outcomes among Belgian school teachers. *Journal of Psychology and Health*, 18(4), 501–510.
- Hung, V. M. (2017). Factors affecting the work motivation of employees at public service one member limited liability company in Phu Nhuan District, HCMC.
- Huppert, F. A. (2009). Psychological well-being: Evidence regarding its causes and consequences. *The Journal of Happiness & Well-Being*, 2015, 3(2), 159-181
- Judge, S. J., & Kammerer-Mueller, M. W. (2019). A case for positive psychology. In C.R. Snyder, & S.J. Lopez (Eds.), *Oxford Handbook of Positive Psychology (3-6)*. New York: Oxford University Press.
- Karthic, U. (2016). Effective Employee Training Impart Employee Retention. *International Journal of Management Research and Review*, 6, 416–421.
- Khanal J. F (2021). Relationships between teachers' occupational stress and their burnout and distress: Roles of coping and negative mood regulation expectancies. *International*

- Journal on Anxiety, Stress & Coping, 16, 71-82. https://doi.org/10.1080/1061580021000057040
- Kinne, A. (2023). Retrieved from <a href="https://www.workhuman.com/blog/employee-survey-questions-workenvironment">https://www.workhuman.com/blog/employee-survey-questions-workenvironment</a>
- Luthans, F. (2006). Potential Added Value of Psychological Capital in Predicting Work Attitudes-Milan Larson, Fred Luthans, https://journals.sagepub.com/doi/abs/10.1177/10717919070130020601
- Mercer, S. (2020). The wellbeing of language teachers in the private sector: An ecological perspective. *Journal of Language Teaching Research*, 1, 1–24.
- Nguyen T. T. (2021). Patterns of teachers' occupational wellbeing during the COVID-19 pandemic: relations to experiences of exhaustion, recovery, and interactional styles of teaching. *Journal of Frontier Education*. 6:699785. doi:10.3389/feduc.2021.699785
- Roisine, P. C. & Joanne, O. F. (2016). Personality development during teacher preparation. *Journal of Frontier Psychology*, http://doi.org/10.3389//fpsyj.01677.
- Ryff, C. D. (1989). Happiness is everything, or is it? Explorations on the meaning of psychological well-being. *Journal of Personality and Social Psychology*, 57(6), 10691081.
- Sabri, S., Mutalib, H., & Hasan, N. (2019). Elements of employees' motivation in hospitality industry. *Journal of Tourism* 4, 13-23.
- Saidu, S. O. (2013). Retirement context and psychological factors as predictors of well-being among retired teachers. *Europe's Journal of Psychology*, 2, 47-64.
- Schaufeli, W. B., Bakker, A. B. & Salanova, M. (2004). The measurement of work engagement with a short questionnaire: *A cross-national study, Journal of Educational and Psychological Measurement*, 66 (4).68-78.
- School Mental Health Group (2019). Teachers' Lack of Well-Being and Mental Health in Schools. Available online at: https://schoolmentalhealthgroup.co.uk (accessed June 23, 2021).
- Srivastava, A. K. (2007). Perceived work environment and employees' health. *Journal of Psychological Studies*, 52(4), 345-347.
- Tran, N. Q. (2015). Research on Working Motivation of Employees at Huong Giang Hotel.
- WHO (2006). Psychological Well-Being. Geneva: World Health Organization
- World Bank (2021). Teachers. The World Bank. IBRD. IDA
- Zaki, S. (2018). Enhancing teacher effectiveness through psychological well-being: A Key to improve quality of teachers. *International. Journal Resources for Social Science.* 8, 286–295. doi:10.5502/ijw.v8i1.588.