



# Employees' Adjustment and Wellbeing at Mobile Telephone Network (MTN) Nigeria

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## **Authors' contributions**

*This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.*

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## **ABSTRACT**

This study focused on employees' adjustment and wellbeing in Mobile Telephone Network (MTN) Nigeria. The specific objectives of the study were to: Evaluate the effect of work from home on employees' physical wellness and ascertain the effect of virtual teams on employees' social wellness in MTN Nigeria. The study made use of primary and secondary sources of data. The population of the study consisted of all the employees of MTN Nigeria enrolled in the adjusted work arrangement in the selected states of South West, South-South, South East and Federal Capital Territory geopolitical zones of Nigeria. Purposive and snowball sampling techniques was adopted in conducting an online survey to elicit data for the study. Simple linear regression, at 5% probability level of significance was used to analyze the data. Findings revealed that work from home had a positive and significant effect on employees' physical wellness and virtual teams had a positive and significant effect on employees' social wellness in MTN Nigeria. The study concluded that

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employees' adjustment significantly and positively affect employees' wellbeing in MTN Nigeria. However, the study recommended that the Management of MTN Nigeria need to sustain their work from home programme. However, to encourage employees' physical wellness, management need to incorporate wellness programmes; virtual fitness training sessions and virtual Yoga. Standing desks was strongly recommended to enable employees increase flexibility, relieve stress, strengthen their immunity and help them to stay energized while working from home.

*Keywords: Employees' adjustment; wellbeing; mobile telephone network.*

## 1. INTRODUCTION

"Employees' adjustment, an element of voluntary and consensual work arrangements involving remote, virtual, flexible, and telework, has increased in recent years" [1]. "This is orchestrated by the growing sophistication of digital technologies, work process automation, artificial intelligence (AI) and organisational cultures that value flexibility, innovation, and autonomy" [2]. "Also, the "new normal" work practices in the post-pandemic has become an unexpected catalyst for remote work and has forced a reconsideration of work in terms of the designated workplace location and workplace practices on a global scale" [3]. "Employees' adjustment traditionally undertaken by mutual agreement between employer and employee, typically in white-collar and professional occupations are mostly granted to professionals and other skilled workers depending on the nature of the industry, culture of the organisation, and the desires of the employee. Many teleworkers had previously been working some days in the office and some days at home in what has been termed blended working arrangements" [2]. However, such flexible working schedules and hybrid arrangements where time is shared between remote telework and office-based work affects the psychological, emotional, and physiological wellbeing of workers. Employee wellbeing is the entire facet of the working life of an employee, the physical and mental health of the workforce. It's related to the feelings of an employee concerning their health, home-life, personal and professional relations at home, and job.

"In the organisation, wellbeing is the health and safety in regards to psychological and psychical measures and goes beyond happiness and job satisfaction as well. It clarifies that human resource management and organisational practices have been implied in the right way and caused a positive impact" [4]. "Various factors influenced employee wellbeing, including their relationships with co-workers, the decisions they

make, and the tools and resources they have access to. Employee wellbeing is also influenced by hours worked, compensation, and workplace safety, working conditions, job security, opportunities for training, personal advancement and team working" [5]. As the future of work remains unknown, it significantly pose an immediate threat to organisations' vitality and survival, encouraging organisations to remain responsive and adaptive to their ever changing environment. Thus, employees' adjustment has become commonplace, and meeting virtually is increasingly mainstream. Sheppard (2020), argues that "organisations must be prepared for even more instability and turbulence in the future". "However, employee adjustment is a boundary with less privacy for the data which has become the main concern for the managers along with the wellbeing of the employees" [6]. Sherman (2020), stated that "one of the challenges of employees' adjustment is their wellbeing, as their work from home may have a negative effect on their mental and psychological health. Working from home among the works of home, the myriads of video calls and online meetings may put more pressure and stress on MTN Nigeria employees than the normal 9 to 5 work routine".

In response to the new normal, MTN Nigeria have derived response mechanisms to align themselves to the unpredictable current situation. They have devised both long term and short term strategies to enable them to remain relevant in the industry by exercising resilience and have adopted adjusted work arrangement; work from home, virtual teams, virtual leadership and management for professional and skilled employees. However, employees' adjustment are not without its dark sides; employees are required to practice self-discipline especially working with minimum supervision. Also, the loss of social connections and loneliness are the psychological painful phenomenon resulting from the unmet demand of the social and intimate wellbeing associated with the employees' adjustment. Furthermore, employees' adjustment

affects traditional relationships with employees and employers, work time and working hours, the work–life balance and the relationship of individuals to work. Thus, it may be characterized by work life loneliness and poorer mental health, a high sense of insecurity, increased work–home conflict, high levels of stress and burnout creating physical, mental and social wellbeing challenges among employees of MTN Nigeria. To ascertain the consequences of employees' adjustment on wellbeing and to proffer practical recommendations to the organisation, based on the empirical findings, the study: Employees' adjustment and wellbeing at MTN Nigeria was initiated. Therefore, the study specific objectives of the study were to:

- i. Evaluate the effect of work from home on employees' physical wellness in MTN Nigeria.
- ii. Ascertain the effect of virtual teams on employees' social wellness in MTN Nigeria.
- iii. Examine the effect of virtual leadership and management on employees' mental wellness in MTN Nigeria.

## 2. REVIEW OF RELATED LITERATURE

### 2.1 Employee Adjustment

Weiten, Hammer and Dunn [7] defined "adjustment as is the psychological processes through which people manage or cope with the demands and challenges in life". Mesidor and Sly [8] however, define "adjustment as a process through which an individual balances the needs and challenges they face in life". Adjustment is defined by Moritsugu et al. [9], as "coping with the challenges of everyday life without experiencing problems and the level of success in managing circumstances". Zhu, Wanberg, Harrison and Diehn [10], describe "work adjustment as a dynamic process that is continuous and changing with time". "Employee adjustment, an element of voluntary and consensual work arrangements involving remote, virtual, flexible working schedules and hybrid arrangements where time is shared between remote telework and office-based work" [1].

### 2.2 Employee Wellbeing

"Wellbeing is the feeling of health, happiness and wealth. It includes the sense of life satisfaction, mental health and feelings of being purposeful. It is the health and safety of the employees at the

workplace or broadly it is the mental and physical well-being of employees. Psychological wellbeing is the main aspect of overall wellbeing which is associated with physical and mental health and longer living" [11]. Ahmed, Kamil and Ishak [12] defined "psychological wellbeing as including several concepts that include a wide-range of an individual's wellbeing such as positive evaluations, sense of growth, and a belief that life is meaningful, healthy relationships with colleagues at work". According to De Simone [13], "subjective wellbeing refers to a person's general circumstances which indicate how an individual describes their happiness". "Emotional or affective wellbeing refers to factors like positive and negative affect, happiness and life satisfaction" [14]. "Social wellbeing describes the interactions and relationships a person has with colleagues" [15].

### 2.3 Work from Home (WFH)

"WFH has been defined in various terms over the four decades, namely remote work, flexible workplace, telework, telecommuting, e-working. These terms refer to the ability of employees to work in flexible workplaces, especially at home, by using technology execute work duties" [16]. "Physical presence in the work setting isn't required, but naturally, employees live within commuting distance of the office and do their work in a home setting" [17]. Work from home is a conceptualization process in which a person can carry out the responsibilities assigned to him by obtaining the comfort of home.

### 2.4 Virtual Teams

Mak and Kozlowski [18], stated that "team virtuality" is a multifaceted concept and encompasses multiple dimensions including the geographical distribution of team members and the relative amounts of synchronous e-communication [19]. "Indeed, a nuanced conceptualizing of virtuality – as a continuous variable, given that teams are not simply *either* face-to-face or virtual – has already been developed" [18]. "The rapid growth in virtual teams offers an opportunity to examine new questions as well as develop interventions to help improve teamwork in virtual settings; and, in that pursuit, close attention needs to be paid to the multidimensional ways in which virtuality varies among remote teams" [18].

## 2.5 Virtual Leadership and Management

“Virtual leadership and management is defined as “the supervision, leadership and maintenance of virtual teams and employees which was brought about by the rise of the internet, globalisation, outsourcing and telecommuting” [20]. “It is also the ability to organize and coordinate with a group whose members are not in the same location or time zone and may not even work for the firm” [21,20]. Yilmaz, Yilmaz and Keser [22], describes “e-leadership as a concept of managing group members and group processes using virtual communication technologies and environments”. “Indeed, crises can bring about changes in leadership styles” [23].

## 2.6 Dimensions of Employees’ Wellbeing

### 2.6.1 Social wellness

“This is the state of personal and professional relationship, including personal and community engagement. The capability for genuine, authentic and mutually affirming interactions with others. It’s about making connections with co-workers. Building and maintaining healthy relationships should be done on a regular basis since it helps employees feel more connected to the community” [5].

### 2.6.2 Mental wellness

“The psychological ability to cope with information, emotions, desired and stressors in the healthy and balance way essentially for the day-to-day living and functioning. Organizations must assist their employees in coping with and dealing with workplace issues. Long hours can have a negative impact on everyone. The emphasis should be on frequent breaks to assist people. Recognizing mental health at work should be the first step, as most companies do not do so” [5].

### 2.6.3 Physical wellness

“The physical body; ensuring a person has the freedom and opportunities and resources needed to sustainably maintaining bodily health. An employee’s journey at the organisation can be derailed by unexpected health issues. It is also linked to mental health. Sleep deprivation causes weariness, which leads to a lack of creativity and productivity” [5].

## 2.7 Theoretical Review

“The study adopted Job Demands-Resources (JD-R) model as the model underpinning the study. JD-R model was adopted because the tenets of the model supports the framework of the study. JD-R model postulates that high levels of demands such as time pressure, workload and long working hours, lead to stress, strain, burnout, ill-health and low job performance” [24]. “On the other hand, high levels of job resources, for example, self-efficacy and resilience, increase motivation and job engagement and in turn job performance” [24]. “When demands are high and resources are low, employee wellbeing and job performance decreases” [25]. “The model assumes that any kind of job demands and job resources can affect employees’ wellbeing and performance” [26]. “The model demonstrates the need for good employee health and how it influences their job performance” [25].

Based on the tenets of JD-R model, this study argued that employees adjustment (work from home, virtual teams, virtual leadership and management) in MTN Nigeria was adopted in preparation of the instability and turbulence in the unforeseeable future, and employees’ adjustment can affect employees wellbeing (employees physical wellness, social wellness and mental wellness) of MTN Nigeria staff positively or negatively. However, the study argued that if the employees harness the goodwill in the hybrid arrangements orchestrated by employees’ adjustment and maintain high levels of job resources; self-efficacy and resilience can increase motivation in discharging their required duty, employees’ adjustment will enhance their wellbeing in the long run. The tenets of JD-R model was adopted in drawing inference based on the empirical findings of the study.

## 2.8 Empirical Review

Moleen [27] explored “the impact of wellbeing and adjustment on job performance of foreign academics at a South African higher education institution. The qualitative interpretive study reviewed the literature on wellbeing, adjustment and job performance. It explored the impact of wellbeing and adjustment factors on performance, both personally and professionally. The job demands-resources (JD-R) model was applied in the study to demonstrate that when job resources are high, employee wellbeing, adjustment and job performance is enhanced. Purposive sampling was used to draw a sample

of five foreign academics who were employed at the Higher Education Institution (HEI) for more than one year and originated from different countries. Online video calling was used to gather data from the participants using semi-structured interviews. Content analysis was used to create themes and sub-themes from which the study findings were derived and conclusions, as well as recommendations, were made. The study revealed that the wellbeing and adjustment of foreign academics have a significant impact on their job performance. Recommendations were made on how to improve the wellbeing and adjustment of foreign academics at the HEI”.

Nur, Noor, Fatin, Muhammad and Afiqah [28] examined “coping with post Covid-19: Can work from home be a new norm? The quantitative study investigates how employees feel about working from home in the aspects of family values, increase of performance, isolation, and disrupt work-life balance. A survey via Google Form using Likert scales was used as the instrument which was answered by 110 respondents. Findings revealed that a majority of the respondents agreed that working from home has more advantages than the disadvantages and this showed that working from home brings more convenience for the employees”.

Roy, Rachel and Helena [29] examined “the effect of working from home during lockdown: The impact on performance and wellbeing. The study investigated the factors impacting on employee performance and wellbeing while compulsorily working from home during New Zealand’s first nationwide lockdown. The study analyzed the qualitative data gathered from employees in two organizations. The resulting aggregate dimensions across both demands and resources include organizational factors, furniture and technology factors, and individual factors. Given the ongoing nature of COVID-19, the study identify new research directions for investigating remote work, and practical implications focusing on suitable home furniture and technology, plans for future remote work, and supporting employees”.

Katharine, Jeff and Ellen [30] investigated “the impact of enforced home-working under lockdown on employee wellbeing. The study adopted cross-sectional data using an online survey. T-tests and one-way ANOVA, Pearson’s correlation coefficient and Regression analysis was used by the study. Findings revealed that

detrimental health impacts of home-working during lockdown were most acutely experienced by those with existing mental health conditions regardless of age, gender, or work status, and were exacerbated by working regular overtime. Lower leadership quality was a significant predictor of stress and burnout for both men and women, and, for employees aged >45 years, had significant impact on level of depressive symptoms experienced. The study concluded that experience of home-working under lockdown varies amongst groups. The study recommended that while personal factors are not controllable, the quality of leadership provided to employees, and the ‘place and pattern’ of work, can be actively managed”.

Da, Fladmark, Wara, Christensen and Innstrand [31] focused on “to change or not to change: A study of workplace change during the COVID-19 Pandemic. The study, drew on the Job Demands–Resources (JD-R) model to explore the relationships between job demands (workload and work–home conflict) as well as resources (support from leaders, coworkers, and the family) and wellbeing (burnout and work engagement) in employees who still went to the workplace (no-change group) and employees who transitioned into working from home (change group) during the COVID-19 pandemic. Data were analyzed with multivariate structural equation modeling. The results indicated that work–home conflict was detrimental for employees’ wellbeing in both groups. Regarding the resources, the three different sources of social support, leaders, coworkers, and family, were all related to employees’ wellbeing, but in different ways. It seemed that family support was most important for employees’ wellbeing in the change group”.

Sylvia [32] focused on “the impact of remote working on employees’ performance during the Covid-19 pandemic. Secondary data was used. Data was restricted to the literature that was reviewed from recent articles that were published in Google scholar between March and July 2020, on the impact of remote working on employees’ performance during the Coronavirus (COVID19) pandemic. The findings revealed that remote working has positively impacted on the performance of employees during the Covid-19 pandemic”.

Okechukwu, Egbo and Isikuru [20] examined “the effect of virtual management on employee performance in selected e-business in Lagos State, Nigeria. The specific objectives was to determine the extent to which virtual communication affects employees’ effectiveness and ascertain the extent to which virtual collaboration affects employees’ productivity. The study used survey design. The population was 414 staff of four e-commerce firms. Primary and secondary sources was used. Data collected were analyzed using simple linear regression analysis and the analysis of variance (ANOVA), at 5% probability level of significance. The findings revealed that: Virtual communication had a significant positive effect on employees’ effectiveness in the e-commerce firms. Virtual collaboration significantly affected employees’ productivity in the e-commerce firms. The study concluded that, virtual management is a good tool for reducing the overhead cost in selected e-commerce firms in Lagos State, Nigeria. The study recommended that management of e-business firms’ needs to increase the quantity of time spent on virtual communication and eliminates a roadblock that tends to disrupt virtual collaboration”.

Okechuku and Nebo [33] assessed “the relationship between e-leadership and team productivity in e-business firms in South East, Nigeria. The specific objectives was to examine the relationship between modern ICT adoption and team productivity and the relationship between virtual communication skill and team productivity in e-business firms in South East, Nigeria. Sample size of 213 employees from the four e-business firms that was selected. Primary data was used for the study. The data collected were analyzed using Pearson’s correlation and simple linear regression, at 5% probability level of significance. The findings revealed that there was a positive significant relationship between modern ICT adoption and team productivity and between team communication skill and team productivity. It was recommended that the management of e-leadership firms’ needs to build effective leadership parameters between managers and employees and establish periodical training programme on latest information/communication technologies”.

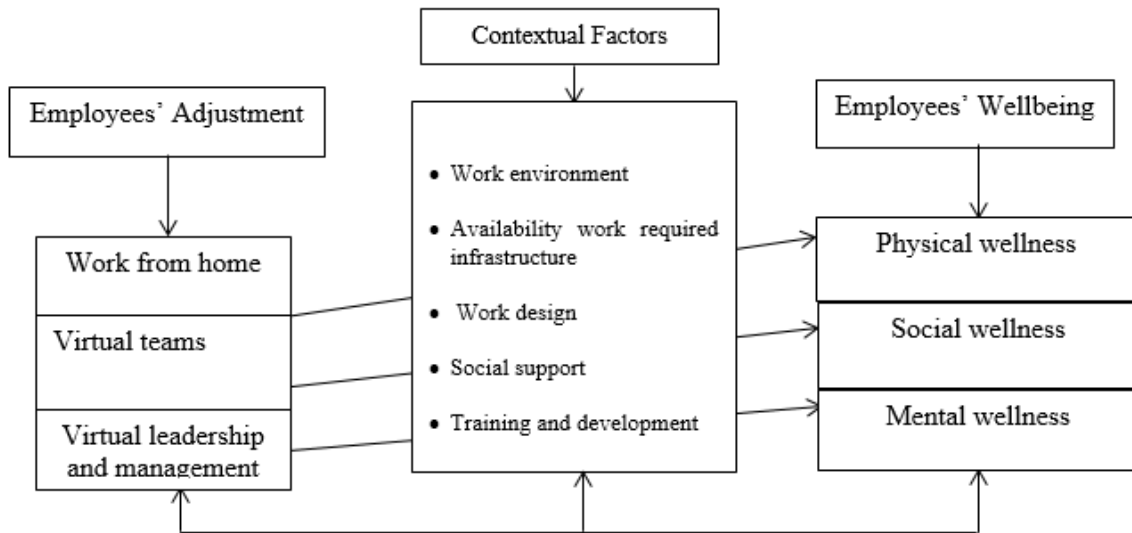
Sheila and Mahdani [34] look at “the effect of work from home during the Covid-19 pandemic

on work-life balance and its effect on the employee performance of the Aceh Communication, Informatics and Enoding Office (Diskominfo). The study is a confirmatory research. The population taken was employees at the Aceh Diskominfo who received a direct impact on the work from home policy during the Covid-19, totaling 101 people. Data was collected using a questionnaire. Data were analyzed using Structural Equation Modeling (SEM). The test results showed that work from home significantly affects employee performance, work from home significantly affects employee work-life balance and work-life balance significantly affects employee performance. These findings showed that in the Covid-19 pandemic, work from home remains a determinant of employee performance, even though conditions are different from when not facing the Covid-19 pandemic”.

## 2.9 Gap in Empirical Literature

From the review of related literature, scholars like Da, et al. [31], Katharine, et al. [30], Moleen [27], Nur, et al. [28], Okechuku and Nebo [33], Roy, et al. [29] and Sylvia [32] made drastic effort to evaluate the effect of employees’ adjustment in the form of work from home, virtual teams, virtual leadership and remote working on employees’ performance and wellbeing. Their research efforts aided in the completion of this study. However, there are dearth in literature that will be filled by this study. Much of the existing literature on the subject has been conducted in the western contexts. Thus, there is a need to understand the influence of employees’ adjustment processes and well-being outcomes in the Nigerian context. Furthermore, with the increasing prevalence of remote work and virtual teams, there is a need for research focusing specifically on the adjustment and well-being of remote workers, also no empirical literature known to the researcher covered the aspect of employees’ adjustment and wellbeing that was covered by the present study. Therefore, this study: Employees’ adjustment and wellbeing at MTN Nigeria evaluated the effect of work from home, virtual teams and virtual leadership and management on employees’ physical wellness, social wellness and mental wellness which filled the identified gap in the empirical literature.

## 2.10 Conceptual Framework of Employees' Adjustment and Wellbeing



Conceptual Framework Designed by the Researcher 2023

### 3. METHODOLOGY

#### 3.1 Research Design

The study made used of survey research design. Data was collected from the employees of MTN Nigeria in South West, South-South, South East and Federal Capital Territory (FCT) geopolitical zones of Nigeria that are enrolled in the adjusted work arrangement (employees working remotely). Data was collected through online survey with the help of a well-structured questionnaire entitled "Employees' adjustment and wellbeing questionnaire" designed in closed ended type of five (5) point Likert Scale. The close ended questionnaire have two to five options. The questionnaire was structured into three (3) sections A, B and C which captured all the objectives of the study.

#### 3.2 Population of the Study

The population of the study consisted of all the employees of MTN Nigeria enrolled in the adjusted work arrangement living in Lagos State, Ogun State, Oyo State, Abuja, Rivers State, Delta State, Akwa-Ibom State, Enugu State, Anambra State, Imo State and Abia State. These states were selected because it had the highest number of MTN Nigeria employees in the adjusted work arrangement. According to Human Resource Department of MTN Nigeria Head Office located in Falomo, Ikoyi, Lagos State,

MTN Nigeria had the following number of employees in their adjusted work arrangements; Lagos State 42, Ogun State 28, Oyo State 24, Abuja 23, Rivers State 27, Delta State 20, Akwa-Ibom State 22, Enugu State 20, Anabra State 21, Imo State 18 and Abia State 20. Thus, totaling these figures, the population of the study was 265 employees. Applying Taro Yamane's formula at confidence level of 95% and error tolerance of 5%, the sample size for the study was deduced to 160 respondents. Bowley's proportional allocation formula was used to allocate the sample size to the states. Purposive and snowball sampling techniques was adopted in conducting an online survey that took a period of two weeks to elicit the required data. These sampling techniques used ensured that only the employees in the adjusted work arrangement in MTN Nigeria was contacted through their email address to secure their consent to participate in the study and a link directing them to the online survey to be completed by them.

#### 3.3 Data Analysis Techniques

Simple linear regression, at 5% probability level of significance was used to analyze the data elicited, with the help of Statistical Packages for Social Sciences (SPSS) version 23. 150 valid questionnaire was returned, which represent 93.8% return rate was used for the data analysis.

## 4. RESULTS AND DISCUSSION

### 4.1 Effect of Work from Home on Employees' Physical Wellness in MTN Nigeria

The result in Table 1, revealed the effect of work from home on employees' physical wellness in MTN Nigeria. The result revealed that work from home with the regression coefficient of (0.703) is significant and positively affect employees' physical wellness in MTN Nigeria at 5% level (Sig < .05) of significance. The result portrays that enhancing the work from home policy in MTN Nigeria will guarantee employees' freedom, opportunities and resources needed to maintain sustainably bodily health which increase employees' physical wellness leading to creativity and productivity in the organisation. Therefore, at 5% level (Sig < .05) of significance, work from home have a positive and significant effect on employees' physical wellness in MTN Nigeria.

The **R- square** which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 71.5% of the total variation in employees' physical wellness in MTN Nigeria was explained by the variation in work from home. While the **Adjusted R** explains the effect of decrease in the degree of freedom arising from the independent variable. The **F-statistics** (371.365) is significant at 5% level, which shows the overall significance of the entire model. Therefore, the independent variables in the model were significant in explaining the change in the dependent variable.

### 4.2 Effect of Virtual Teams on Employees' Social Wellness in MTN Nigeria

The result in Table 2, revealed the effect of virtual teams on employees' social wellness in MTN Nigeria. The result revealed that virtual teams with the regression coefficient of (0.757) is significant and positively affect employees' social wellness in MTN Nigeria at 5% level (Sig < .05) of significance. The result signified that improving the quality of virtual teams' platform in MTN Nigeria will boost the personal and professional relationship existing between employees and between employees and management leading to healthy relationships and mutual interactions in the adjusted work arrangement and this will breeds employees' social wellness which are catalyst for enhanced employee performance.

Therefore, at 5% level (Sig < .05) of significance virtual teams have a positive and significant effect on employees' social wellness in MTN Nigeria.

The **R- square** which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 75.9% of the total variation in employees' social wellness in MTN Nigeria was explained by the variation in virtual teams. While the **Adjusted R** explains the effect of decrease in the degree of freedom arising from the independent variable. The **F-statistics** (466.120) is significant at 5% level, which shows the overall significance of the entire model. Therefore, the independent variables in the model were significant in explaining the change in the dependent variable.

### 4.3 Effect of Virtual Leadership and Management on Employees' Mental Wellness in MTN Nigeria

The result in Table 3, revealed the effect of virtual leadership and management on employees' mental wellness in MTN Nigeria. The result revealed that virtual leadership and management with the regression coefficient of (0.805) is significant and positively affect employees' mental wellness in MTN Nigeria at 5% level (Sig < .05) of significance. The result portrayed that enhancing the effectiveness of virtual leadership and management in MTN Nigeria will improve the employees' psychological ability to cope with information, emotions and desires in a healthy and balance way required for their effective functioning in the organisation. Thus, the effectiveness of virtual leadership and management will enhance employee mental wellness in the adjusted work arrangement, which will breeds employee job performance. Therefore, at 5% level (Sig < .05) of significance virtual leadership and management have a positive and significant effect on employees' mental wellness in MTN Nigeria.

The **R- square** which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 81.2% of the total variation in employees' mental wellness in MTN Nigeria was explained by the variation in virtual leadership and management. While the **Adjusted R** explains the effect of decrease in the degree of freedom arising from the independent variable. The **F-statistics** (638.415) is significant at 5% level,



**Table 1. Simple linear regression analysis result on the effect of work from home on employees' physical wellness in MTN Nigeria**

Variable	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.130	0.117		18.243	0.000
Work from home	0.703	0.036	0.846	19.271	0.000
<b>R<sup>2</sup></b>		<b>0.715</b>			
<b>R<sup>2</sup></b>		<b>0.713</b>			
<b>F-Statistics</b>		<b>371.365</b>			

- a. Dependent Variable: Employees' physical wellness.
- b. Predictor: Work from home.
- c. Source: Field Survey 2023.

**Table 2. Simple linear regression analysis result on the effect of virtual teams on employees' social wellness in MTN Nigeria**

Variable	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.949	0.111		17.629	0.000
Virtual teams	0.757	0.035	0.871	21.590	0.000
<b>R<sup>2</sup></b>		<b>0.759</b>			
<b>R<sup>2</sup></b>		<b>0.757</b>			
<b>F-Statistics</b>		<b>466.120</b>			

- a. Dependent Variable: Employees' social wellness.
- b. Predictor: Virtual teams.
- c. Source: Field Survey 2023.

**Table 3. Simple linear regression analysis result on the effect of virtual leadership and management on employees' mental wellness in MTN Nigeria**

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.750	0.095		18.462	0.000
Virtual leadership and management	0.805	0.032	0.901	25.267	0.000
<b>R<sup>2</sup></b>		<b>0.812</b>			
<b>R<sup>2</sup></b>		<b>0.811</b>			
<b>F-Statistics</b>		<b>638.415</b>			

- a. Dependent Variable: Employees' mental wellness.
- b. Predictor: Virtual leadership and management.
- c. Source: Field Survey 2023.

which shows the overall significance of the entire model. Therefore, the independent variables in the model were significant in explaining the change in the dependent variable.

**The results in Table 1:** revealed that: At 5% level (Sig < .05) of significance, work from home had a positive and significant effect on employees' physical wellness in MTN Nigeria.

The result is in agreement with the findings of Sheila and Mahdani [34]. They focused on the effect of work from home during the Covid-19

pandemic on work-life balance and its effect on the employee performance of the Aceh Communication, Informatics and Enoding Office (Diskominfo) revealed that work from home significantly affects employee performance and employee work-life balance. The result also agrees with the findings of Sylvia [32]. Sylvia focused on the impact of remote working on employee performance during the Coronavirus pandemic and revealed that remote working has positively impacted on the performance of employees during the Coronavirus pandemic.

**The results in Table 2:** revealed that: At 5% level (Sig < .05) of significance virtual teams had a positive and significant effect on employees' social wellness in MTN Nigeria.

The findings is in agreement with the findings of Okechukwu, Egbo and Isikuru [20]. They examined the effect of virtual management on employee performance in selected e-business in Lagos State, Nigeria and revealed that virtual collaboration significantly affected employees' productivity in selected e-commerce firms in Lagos State.

**The results in Table 3:** revealed that: At 5% level (Sig < .05) of significance virtual leadership and management had a positive and significant effect on employees' mental wellness in MTN Nigeria.

The result is in tandem with the findings of Okechukwu, et al. [20]. They examined the effect of virtual management on employee performance in selected e-business in Lagos State, Nigeria and revealed that virtual communication had a significant positive effect on employees' effectiveness in selected e-commerce firms in Lagos state, Nigeria. Also, the findings agreed with that of Okechuku and Nebo [33]. They assessed the relationship between e-leadership and team productivity in e-business firms in South East, Nigeria and revealed that there was a positive significant relationship between modern ICT adoption and team productivity and there was a significant relationship between team communication skill and team productivity in the e-business firms in South East, Nigeria [35].

## 5. CONCLUSION

The study concluded that employees' adjustment significantly and positively affect employees' wellbeing in MTN Nigeria as revealed by the empirical results. The conclusion drawn agreed with the findings of Job Demands-Resources (JD-R) model which affirmed that the high levels of job resources; self-efficacy and resilience, increase motivation and job engagement and in turn job performance.

## 6. RECOMMENDATIONS

- i. The Management of MTN Nigeria need to sustain their work from home programmes as it had a significant and positive effect on employees' physical wellbeing. However,

to encourage employees' physical wellness, Management need to incorporate wellness programmes like; virtual fitness training sessions and virtual Yoga. Standing desks are strongly recommended to enable employees increase flexibility, relieve their stress, strengthen their immunity and help them to stay energized while working from home.

- ii. MTN Nigeria Management need to maintain their virtual teams as it had a positive and significant effect on employees' social wellness. However, Management need to provide their employees with appropriate technology; hardware, software, knowledge sharing and digital collaboration platforms. They need to incorporate some feel-good meetings to help connect to their teams and help them feel less isolated. Management can establish real-time virtual healthy lunch and learn session to foster team collaboration and encourage employee social wellness.
- iii. The Management of MTN Nigeria need to uphold their virtual leadership and management as it had a positive and significant effect on employees' mental wellness. However, Management need to build relationship and psychological safety to keep their employees engaged, improve transparency and collaboration. To sustain employees' mental wellness, Management need to incorporate virtual guided meditation sessions in the morning to eliminate negative thoughts, unwanted stress and encourage mental health. Wellness programmes that focuses on mental and emotional health, such as; mindful meditation, counselling services need to be integrated.

## CONTRIBUTIONS TO KNOWLEDGE

The following are the contributions of this study to knowledge:

- i. The study outlined specific factors within employees' adjustment that significantly affects their wellbeing; Work from home, virtual teams and virtual leadership and management. By pinpointing these factors, organizations can tailor interventions and policies as specified in the recommendations to better support employees' adjustment and enhance their overall wellbeing.

- ii. The study provided a practical model that explained the conceptual framework of employees' adjustment and wellbeing in Telecom Company which enhances the comprehension of the constructs and delineate on the relationship existing between the variables.
- iii. It provide empirical quantitative analysis that established the relationship between employees' adjustment and their wellbeing in MTN Nigeria. This empirical evidence adds depth to the existing literature by offering concrete data-driven insights into how various aspects of employees' adjustment influence their wellbeing.
- iv. The study offer practical implications based on the empirical findings, recommending actionable strategies for organisations to support employees' work adjustment and promote their wellbeing which will boost their performance. These recommendations are grounded in empirical evidence and tailored to address the specific needs of employees in the adjusted work arrangement.

## CONSENT

As per international standard or university standard, Participants' written consent has been collected and preserved by the author(s).

## COMPETING INTERESTS

Authors have declared that no competing interests exist.

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