

WORKPLACE WELL-BEING INITIATIVES AND ORGANISATIONAL EFFECTIVENESS OF TELECOMMUNICATION FIRMS IN RIVERS STATE**Dr. V. Barinua and Nwineewii, Baridon Jack***Email: vbarinua@yahoo.com, bnwineewii@gmail.com***Department of Business Administration, Ignatius Ajuru University of Education, Port Harcourt, Rivers State, Nigeria****ABSTRACT**

This study examined the relationship between workplace wellness initiatives and organisational effectiveness of telecommunication firms in River State. The study adopted a cross-sectional survey with a population of four telecommunication firms and 12 respondents. The study adopted census study. There is a significant relationship between physical well-being initiatives and goal attainment, mental well-being initiatives and social well-being initiatives and of multinational telecommunication firms in South-South. The study concluded that workplace well-being initiatives has significant relationship with the organisational effectiveness The study recommended among others that multinational telecommunication firms should invest in integrated wellness programs tailored to employee needs, management of multinational telecommunication firms should monitor and review wellness initiatives for continuous improvement and telecommunication firm should embed wellness into organisational effectiveness

Keywords: *Workplace well-being initiatives, Physical well-being initiatives, Mental well-being initiatives, Social well-being initiatives and Organisational Effectiveness, Goal attainment, adaptability and Work Quality*

INTRODUCTION

Workplace wellness initiatives have become a critical component of organizational strategy, particularly in response to the increasing demands for employee productivity, health, and satisfaction. These initiatives aim to create a supportive work environment that enhances the overall well-being of employees while simultaneously improving organizational outcomes such as performance, engagement, and retention (Grawitch Gottschalk, & Munz, 2006). The concept of wellness in the workplace encompasses more than the absence of illness; it includes physical, mental, and social dimensions of health, all of which contribute to the holistic development and sustainability of human capital within organizations.

Physical well-being initiatives are among the most visible and measurable components of workplace wellness programs. These include health screenings, on-site fitness centers, ergonomically designed workspaces, vaccination programs, and access to medical consultations (Person et al., 2010). Such initiatives not only help in the early detection and prevention of illnesses but also enhance employees' energy levels, reduce absenteeism, and promote productivity. Organizations that prioritize physical health demonstrate a commitment to employee welfare, which often correlates with improved morale and performance (Goetzel et al., 2014).

In addition to physical health, mental well-being initiatives are of prominence, especially as organizations confront the increasing prevalence of workplace stress, burnout, and anxiety. These initiatives include employee assistance programs (EAPs), counseling services, mindfulness training, flexible work hours, and resilience-building workshops (Tan et al., 2020). Mental health support in the workplace reduces the stigma around psychological challenges and fosters a c

ulture of openness, empathy, and support. Effective mental wellness strategies not only improve individual well-being but also contribute to better decision-making, innovation, and interpersonal relationships at work (Attridge, 2009).

Social well-being initiatives focus on building positive interpersonal connections and a sense of community among employees. These include team-building activities, diversity and inclusion programs, peer mentoring, and employee recognition schemes (Grawitch et al., 2006). Social connections at work contribute to job satisfaction and reduce feelings of isolation, especially in large or highly distributed organizations. A strong sense of belonging improves teamwork, enhances organizational loyalty, and strengthens employee engagement, making social wellness a critical element of comprehensive wellness strategies (Danna & Griffin, 1999).

The integration of these three dimensions physical, mental, and social well-being into workplace wellness programs is essential for cultivating a balanced and healthy workforce. However, the implementation and success of these initiatives vary across organizational contexts and industries. Multinational telecommunication firms, in particular, operate under intense competition, technological shifts, and workforce diversity, which present both opportunities and challenges for wellness program execution. These firms must tailor wellness strategies to address the complex needs of their global and local employee base, especially in regions with unique socio-economic and cultural dynamics (Mills et al., 2007).

In the Rivers State, where several telecommunications companies such as MTN, Globacom, and Airtel maintain significant operations, the relevance of wellness initiatives is increasingly evident. The region is characterized by a mix of urban and semi-urban populations, high work demands, and infrastructural challenges. Employees in this sector often face long working hours, customer service stress, and limited access to health resources, making wellness support critical (Okafor & Anigbogu, 2021). Physical wellness programs like routine medical check-ups and ergonomic interventions are necessary to mitigate health risks associated with sedentary and high-pressure jobs.

Furthermore, mental and social well-being initiatives are crucial in these organizations due to the multicultural workforce and frequent exposure to emotional labor. Providing mental health support and fostering social integration through inclusive leadership and team bonding activities can help reduce turnover, improve service quality, and boost organizational commitment (Eze, 2022). By investing in comprehensive wellness programs that address all three dimensions, telecommunication firms in Rivers State can enhance employee resilience, workplace harmony, and overall organizational effectiveness.

Statement of the Problem

Organizational effectiveness remains a key determinant of long-term business success and sustainability, particularly in highly competitive industries like telecommunications firms. For telecommunication firms operating in Rivers State, achieving effectiveness is not only tied to financial metrics but also to how well these organizations meet their internal objectives, adapt to environmental changes, and maintain high standards of service delivery. Despite investments in infrastructure and technology, many of these firms face recurring issues related to employee disengagement, burnout, absenteeism, and high turnover all of which can undermine organizational effectiveness (Okafor & Anigbogu, 2021). These challenges are particularly concerning given the demanding nature of the telecommunications sector and the unique socio-economic environment of the Rivers State.

One major dimension of organizational effectiveness is goal attainment, which refers to the organization's ability to achieve its stated objectives and performance targets (Cameron, 1986). However, evidence suggests that many multinational telecommunications firms in the region struggle with meeting their operational goals due to workforce-related constraints. While strategic plans and growth targets are set at the corporate level, execution at the regional level often suffers from limited workforce motivation and high levels of employee stress. Studies have shown that wellness initiatives can improve employee focus, engagement, and drive toward organizational

goals, yet such programs are either underutilized or poorly structured in many firms (Grawitch et al., 2006; Eze, 2022). This misalignment raises concerns about the effectiveness of corporate strategies in achieving desired performance outcomes.

Another critical component of organizational effectiveness is adaptability, which involves the firm's capacity to respond swiftly to internal and external changes, such as technological innovations, customer expectations, or labor dynamics (Denison & Mishra, 1995). In the rapidly evolving telecom industry, adaptability is essential for maintaining market relevance. However, stress, poor health, and lack of emotional resilience among employees often inhibit organizational agility. Workplace wellness initiatives, particularly those targeting mental and social well-being, have the potential to enhance adaptive capacity by promoting psychological safety and cognitive flexibility among staff (Tan et al., 2020). The problem arises when these initiatives are either absent or culturally misaligned, making it difficult for firms to develop the human capital necessary for organizational learning and responsiveness.

The third measure of effectiveness, work quality, pertains to the standards and consistency of output produced by employees, including service quality, customer satisfaction, and error rates (Danna & Griffin, 1999). In South-South Nigeria, telecommunication customers frequently express dissatisfaction with service delivery, often linked to issues such as poor network response, inefficient customer care, and delays in complaint resolution. While technological factors play a role, the contribution of employee wellness to these quality outcomes cannot be overlooked. Poor physical health, emotional fatigue, and limited social cohesion among employees can diminish concentration and communication, leading to suboptimal work performance (Goetzl et al., 2014). This indicates a systemic problem where insufficient wellness support undermines service quality and customer trust.

Despite awareness of these issues, many multinational telecommunication firms still adopt a reactive rather than proactive approach to wellness. There is often a disconnect between wellness policies created at the corporate level and their actual implementation at regional offices, especially in culturally diverse areas like the South-South. Employees in this region may face additional stressors such as infrastructure challenges, security concerns, and economic instability, yet wellness initiatives fail to consider these contextual factors (Eze, 2022). As a result, the intended impact on organizational effectiveness especially in the areas of goal attainment, adaptability, and work quality remains limited or altogether absent.

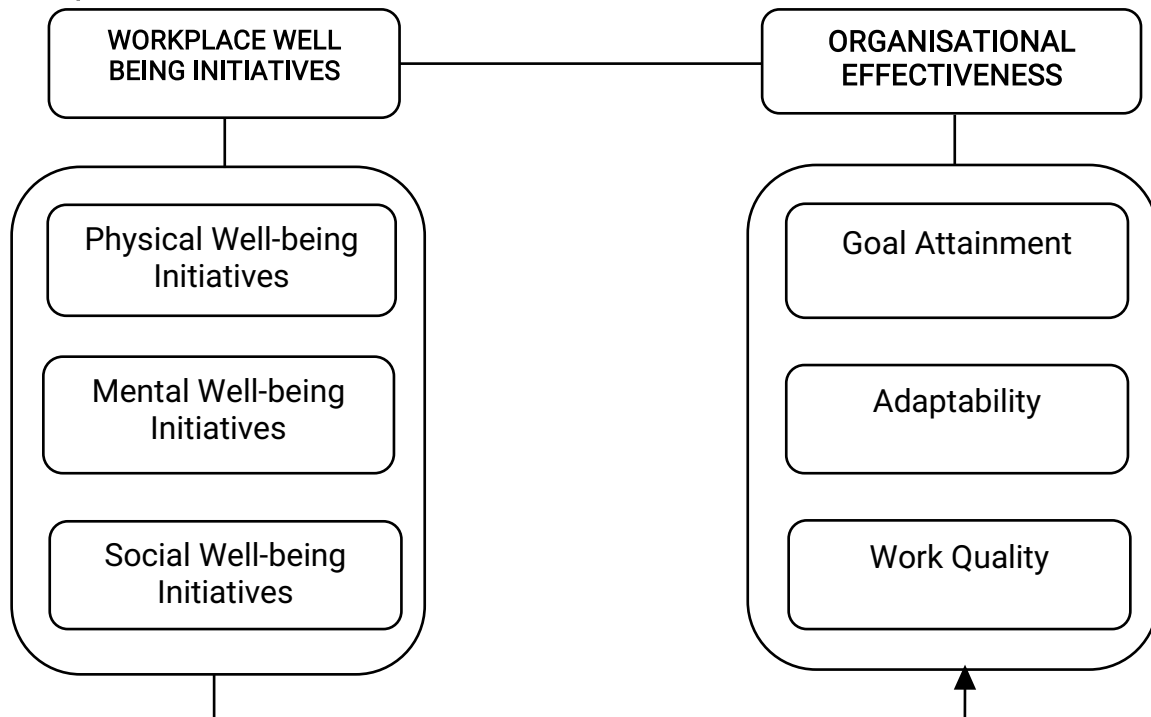
Furthermore, multinational firms often lack robust evaluation mechanisms to measure the impact of wellness initiatives on organizational outcomes. Without clear performance indicators linked to wellness investments, organizations are unable to assess their return on investment or make informed improvements. This leads to a cycle of ineffective programming where employee needs are not adequately addressed, and organizational outcomes suffer as a result (Attridge, 2009). For instance, even where fitness programs or mental health resources are provided, low participation and engagement often point to a deeper issue of cultural or managerial disconnect.

In Rivers State of Nigeria, where labor relations, employee expectations, and cultural diversity vary significantly, the failure to localize and effectively communicate wellness initiatives further compounds the problem. Multinational telecommunications firms often struggle to create a unified workplace culture that embraces wellness as a strategic tool for enhancing effectiveness (Okafor & Anigbogu, 2021). This leads to inconsistent employee experiences across branches and weakens the firms' ability to achieve consistent operational success. The lack of localized wellness strategies tailored to regional dynamics undermines the efforts to improve adaptability, employee output, and ultimately, service delivery in the highly competitive telecom market.

Therefore, there is a critical need to investigate how workplace wellness initiatives influence organizational effectiveness in the Rivers State telecommunications sector, with specific attention to goal attainment, adaptability, and work quality. Understanding these relationships is essential for guiding policy development, aligning wellness strategies with business objectives, and fostering sustainable employee engagement in this region. If wellness programs are to serve as a true lever for organizational effectiveness, they must be strategically designed, contextually

relevant, and properly integrated into the performance management systems of telecommunication firms in Rivers State

Conceptual Framework



Conceptual framework showing the dimensions and measures of workplace wellbeing initiatives and organisational effectiveness

Sources: Adapted from Daniel (2023); Altman et al. (2023); Senyo (2018); Amar (2009).

Aim & Objectives of the Study

The aim of this study is to determine the relationship between workplace well-being initiatives and organisational effectiveness of Telecommunication firms in Rivers State. The specific objectives of the study are to:

- 1) Determine the relationship between physical well-being initiatives and goal attainment of Telecommunication firms in Rivers State
- 2) Investigate the relationship between mental well-being initiatives and adaptability of Telecommunication firms in Rivers State.
- 3) Evaluate the relationship between social well-being initiatives and work quality in Telecommunication firms in Rivers State

Research Questions

1. What is the relationship between physical well-being initiatives and goal attainment of Telecommunication firms in Rivers State?
2. What is the relationship between mental well-being initiatives and adaptability of Telecommunication firms in Rivers State?
3. Evaluate the relationship between social well-being initiatives and work quality in Telecommunication firms in Rivers State?

Research Hypothes:

Ho₁: There is no significance relationship between physical well-being initiatives and goal

attainment in telecommunication firms in Rivers State

Ho₂: There is no significance relationship between mental well-being initiatives and adaptability of telecommunication firms in Rivers State

Ho₃: There is no significance relationship between mental well-being initiatives and adaptability of telecommunication firms in Rivers State

LITERATURE REVIEW

Conceptual Review

Concept of Workplace Well-Being Initiatives

Workplace well-being initiatives refer to a broad range of organizational programs, policies, and practices designed to support and enhance the physical, mental, and social health of employees. These initiatives are grounded in the understanding that employee well-being is directly linked to performance, job satisfaction, and organizational success (Grawitch et al., 2006). Organizations increasingly recognize that investing in employee wellness goes beyond basic compliance or corporate social responsibility; it is a strategic imperative for enhancing productivity, reducing absenteeism, and retaining top talent. Workplace well-being initiatives typically address various aspects of employee life, including physical health through fitness programs, ergonomic workplace design, and health screenings; mental health through stress management workshops, counseling, and psychological support; and social well-being through team-building activities, inclusion policies, and supportive leadership practices (Goetzel et al., 2014).

The conceptual foundation of workplace well-being initiatives is deeply rooted in holistic health models, which emphasize the interconnectedness of physical, psychological, and social domains. For example, Danna and Griffin (1999) argue that well-being is not merely the absence of disease but involves positive functioning, personal fulfillment, and quality interpersonal relationships within the workplace. Effective well-being programs therefore go beyond isolated health interventions to address the broader work environment, including workload management, communication, organizational culture, and opportunities for personal and professional development. The inclusion of Employee Assistance Programs (EAPs), mindfulness training, and mental health awareness campaigns reflects a growing awareness of the complex factors that influence employee wellness. When implemented comprehensively and aligned with organizational values, well-being initiatives can foster a work environment where employees feel safe, motivated, and empowered to perform at their best.

Dimensions of Workplace Well-being Initiatives

Physical Well-Being Initiatives

Physical well-being initiatives refer to organizational strategies and programs aimed at promoting and maintaining the physical health of employees. These initiatives are a critical dimension of workplace well-being because they directly impact employee energy levels, resilience, and capacity to perform job tasks effectively. Common components of physical well-being initiatives include access to on-site fitness facilities, health screenings, vaccination programs, nutritional guidance, ergonomic workspaces, and flexible scheduling that allows for adequate rest and recovery (Goetzel et al., 2014). By proactively supporting physical health, organizations not only help reduce the prevalence of illness and injury but also improve employee morale and reduce absenteeism and healthcare costs (Grawitch et al., 2006). When employees feel physically well, they are more likely to demonstrate higher levels of productivity, engagement, and job satisfaction, which in turn contributes to overall organizational effectiveness.

Beyond reducing health-related risks, physical well-being initiatives serve a preventive function and signal an organization's commitment to long-term employee welfare. Research has shown that organizations that integrate physical wellness into their core values and practices experience improved employee retention and loyalty (Attridge, 2009). For instance, programs that promote regular physical activity, encourage movement during work hours, or provide incentives for healthy behavior (such as wellness challenges or subsidized gym memberships) have been linked to

better cardiovascular health, lower rates of obesity, and enhanced immune function among employees (Anderson et al., 2009). These outcomes are especially relevant in high-pressure sectors where physical strain and sedentary routines can lead to burnout or chronic illness. Importantly, the success of such initiatives depends on leadership support, accessibility, and cultural alignment within the organization. As noted by Tan et al. (2020), the design and implementation of physical wellness programs must account for employee diversity and job nature to be truly effective and inclusive.

Mental Well-Being Initiatives

Mental well-being initiatives within the workplace are focused efforts by organizations to support the psychological and emotional health of employees. These initiatives are essential in creating a mentally healthy work environment where employees can manage stress, maintain focus, and function effectively despite challenges. Mental well-being initiatives typically include services such as stress management training, access to professional counseling, mental health awareness campaigns, and flexible work arrangements that reduce burnout and emotional fatigue (Tan et al., 2020). Organizations are increasingly recognizing that mental health is just as vital as physical health, particularly in high-pressure industries where cognitive and emotional demands are high. According to Danna and Griffin (1999), mental well-being is a core aspect of overall wellness and is influenced by factors such as work-life balance, job autonomy, social support, and leadership style. When these factors are positive and supportive, employees are more likely to exhibit resilience, job satisfaction, and commitment to organizational goals.

Moreover, mental well-being initiatives are not only preventive but also rehabilitative, aiming to provide early intervention and sustained support for employees dealing with psychological distress. Programs like Employee Assistance Programs (EAPs), mindfulness-based stress reduction (MBSR), and resilience training have proven effective in mitigating the adverse effects of workplace stress and promoting mental clarity and emotional regulation (Grawitch et al., 2006). Goetzel et al. (2014) emphasize that investing in mental health programs leads to reduced absenteeism, improved morale, and enhanced organizational performance. Importantly, the success of these initiatives depends on the organizational culture and the extent to which mental health is destigmatized and normalized. In cultures where discussing mental health is taboo, employees may be reluctant to seek help even when resources are available (Eze, 2022). Therefore, effective mental well-being initiatives require not only the provision of services but also strong leadership commitment, open communication, and an inclusive environment that encourages psychological safety and empathy.

Social Well-being Initiatives

Social well-being initiatives refer to organizational efforts aimed at fostering positive interpersonal relationships, inclusion, mutual respect, and a sense of community within the workplace. These initiatives recognize that employees are not only individual contributors but also social beings whose engagement, satisfaction, and performance are influenced by their interactions with colleagues and supervisors (Keyes, 1998). Social well-being in the workplace encompasses elements such as teamwork, trust, communication, belonging, and opportunities for social interaction. Programs designed to enhance this aspect of well-being may include team-building exercises, peer mentoring systems, employee recognition platforms, inclusive communication policies, and diversity and inclusion training (Grawitch et al., 2006). When employees feel socially connected and supported, they are more likely to exhibit increased job satisfaction, organizational commitment, and resilience to stress. In contrast, environments marked by social isolation, discrimination, or poor interpersonal dynamics often result in reduced morale, lower productivity, and higher turnover.

Moreover, promoting social well-being within the workplace has become increasingly important in today's diverse and fast-paced organizational environments. As employees from different cultural, generational, and professional backgrounds collaborate in modern workplaces, the need for

intentional social integration becomes more pronounced (Tan et al., 2020). Social well-being initiatives help bridge communication gaps, build inclusive cultures, and foster psychological safety creating spaces where individuals feel valued, heard, and empowered to contribute their unique perspectives. Particularly in large and multinational organizations, such as those in the telecommunications sector, these initiatives can mitigate the alienation that often accompanies hierarchical structures and geographical dispersion (Eze, 2022). Encouraging cross-functional collaboration, hosting inclusive events, supporting employee resource groups (ERGs), and providing platforms for open dialogue are all strategic approaches to building social cohesion. Ultimately, when organizations invest in social well-being, they not only strengthen interpersonal relationships but also contribute to overall workplace harmony, engagement, and sustainable performance

Concept of Organizational Effectiveness

Organizational effectiveness refers to the degree to which an organization achieves its goals efficiently and sustainably while responding effectively to internal and external challenges. It encompasses multiple dimensions, including goal attainment, adaptability, productivity, resource utilization, and stakeholder satisfaction (Cameron & Whetten, 2021). A modern understanding of organizational effectiveness moves beyond financial indicators to consider qualitative outcomes such as employee engagement, innovation capacity, customer satisfaction, and ethical responsibility. According to Obiekwe and Uzonwanne (2022), effectiveness is increasingly seen as a dynamic process that balances short-term performance metrics with long-term strategic viability. In today's complex work environments, particularly in knowledge-driven and service-oriented sectors, the ability to coordinate people, processes, and technologies toward common objectives is at the heart of achieving organizational effectiveness.

Recent scholarship emphasizes that organizational effectiveness is context-dependent and influenced by factors such as leadership style, organizational culture, workforce capability, and external environmental conditions (Adegbite et al., 2023). For instance, Martins and Kanyip (2024) argue that in turbulent and competitive industries like telecommunications, effectiveness is closely linked to how well an organization adapts to change and maintains quality service delivery amid shifting market conditions. Furthermore, the integration of employee-centric practices, such as workplace wellness initiatives, is increasingly recognized as a strategic lever for improving effectiveness. Healthier, more engaged employees are more likely to contribute to organizational goals, adapt to change, and deliver high-quality work (Adegoke & Ezenwa, 2021). Therefore, organizational effectiveness should not be viewed as a static end-state but as an evolving capability shaped by internal policies, workforce health, and the organization's responsiveness to its operating environment.

Measures of Goal Attainment

Goal Attainment

Goal attainment is a fundamental and widely recognized dimension of organizational effectiveness, referring to the extent to which an organization achieves its predefined objectives and targets within a given period. Goal attainment emphasizes outcomes, measuring success by how well an organization meets its strategic goals, whether financial, operational, or developmental. This approach assumes that organizations operate in a rational manner, setting specific, measurable goals and aligning their resources and activities to accomplish them. When these goals are met—whether they involve market share growth, improved service delivery, or innovation milestones the organization is deemed effective. This model is particularly relevant in result-oriented industries such as telecommunications, where clear performance indicators such as customer acquisition, revenue targets, and service uptime are constantly monitored (Goetzl et al., 2014). However, the focus on goal achievement also implies that organizations must continuously evaluate their performance against changing internal and external conditions to avoid stagnation or irrelevance.

In contemporary organizational contexts, particularly in multinational telecommunication firms operating in complex regions like Nigeria's South-South, the goal attainment model is both a performance benchmark and a strategic imperative. These firms operate in a dynamic and often volatile environment characterized by technological change, regulatory challenges, and intense competition. To be effective, such organizations must ensure that employee performance is directly contributing to broader organizational goals. This makes the role of human capital, especially its wellness and motivation, critical to success. Research by Grawitch et al. (2006) emphasizes that when employees experience physical and psychological wellness, they are more likely to be engaged, focused, and productive, thus increasing the likelihood of goal achievement. Conversely, persistent health-related absenteeism, stress, and disengagement can obstruct organizational efforts to meet targets. Therefore, integrating workplace wellness initiatives into organizational strategies not only supports employee well-being but also enhances the capacity of the organization to achieve its goals effectively (Goetzel et al., 2014). The link between employee wellness and goal attainment underscores the need for organizations to view wellness not as a peripheral activity, but as a central strategy for achieving and sustaining organizational effectiveness.

Adaptability

Adaptability refers to an organization's capacity to adjust efficiently and effectively to changes in its internal and external environments. It encompasses the ability of employees and leadership to respond to evolving customer needs, technological advancements, market fluctuations, and socio-political disruptions. As a core dimension of organizational effectiveness, adaptability enables organizations to maintain relevance, improve resilience, and seize emerging opportunities amidst uncertainty (Shin et al., 2022). In dynamic industries such as telecommunications, where innovation cycles are short and customer expectations constantly evolve, adaptability is not just a competitive advantage it is a survival imperative. Organizations that prioritize adaptability foster learning cultures, encourage decentralized decision-making, and support continuous development among employees (LePine et al., 2023). Moreover, they integrate mechanisms such as agile project management, feedback systems, and flexible job roles to enable rapid response to change. Research shows that adaptability is closely linked to employee well-being and organizational climate. For instance, organizations that invest in wellness programs particularly those addressing mental and social well-being enhance psychological safety, reduce resistance to change, and boost employees' openness to new methods and technologies (Nguyen & Tuan, 2021). In turn, employees become more innovative, collaborative, and proactive in problem-solving. This dynamic creates a feedback loop where healthy, well-supported workers contribute to a more agile and effective organization. In the context of multinational firms operating in complex environments like Nigeria's South-South region, adaptability also involves cultural sensitivity, localized decision-making, and resilience to infrastructural and socio-economic challenges (Adeleke et al., 2022). Without an adaptable workforce and leadership structure, even the most technologically advanced firms may struggle to execute strategy or respond to market demands effectively. Thus, adaptability is not only a measure of effectiveness is a driving force behind long-term organizational sustainability in turbulent business environments.

Work Quality

Work quality is a fundamental dimension of organizational effectiveness, reflecting the degree to which employees consistently deliver high-standard outputs that meet or exceed organizational expectations. It encompasses aspects such as accuracy, efficiency, professionalism, innovation, customer satisfaction, and compliance with standards and procedures. High work quality indicates that employees are not only competent but also committed, attentive, and aligned with organizational goals. According to Olaniyan and Ogunyomi (2021), work quality is both a measure of individual performance and a collective representation of how effectively an organization's human resources are being utilized. In modern work environments, particularly in service-driven

industries like telecommunications, the ability to maintain consistent work quality directly influences customer retention, brand reputation, and overall competitive advantage. Moreover, advancements in technology and customer expectations have raised the bar for service delivery, requiring employees to continuously adapt, upskill, and remain motivated to sustain performance standards (Adegbite & Ojo, 2022). Thus, organizations that prioritize work quality through structured feedback systems, employee recognition, and supportive work environments tend to outperform competitors in both operational efficiency and customer satisfaction.

Furthermore, work quality is deeply influenced by organizational factors such as leadership style, workplace culture, wellness support, and employee engagement. When employees operate in environments that support their physical and mental well-being, they are more likely to be productive, focused, and detail-oriented traits essential for maintaining work quality (Mordi & Oguegbe, 2023). Workplace wellness initiatives that address fatigue, stress, and interpersonal dynamics can significantly enhance the quality of work delivered, especially in high-pressure sectors. For instance, Adebayo and Nwachukwu (2023) found that organizations that invest in holistic wellness programs experience fewer errors, reduced rework rates, and improved team collaboration. In a time where remote work, digital platforms, and 24/7 customer service are becoming the norm, work quality also hinges on how well employees are supported in managing workloads and balancing personal well-being. Therefore, work quality as a dimension of organizational effectiveness is not solely an outcome of technical skills or job training it is a holistic construct shaped by the organizational climate, management practices, and employee wellness strategies. For multinational firms operating in complex environments like Nigeria's South-South, prioritizing work quality through these lenses is essential for long-term success and resilience in the market.

Workplace Well-being Initiatives and Organisational Effectiveness

The relationship between well-being initiatives and organizational effectiveness is particularly evident in dynamic and high-pressure sectors like telecommunications, where stress and burnout are prevalent. Studies in the Nigerian context have shown that firms with structured wellness programs report improvements in adaptability, teamwork, and overall service quality supported the earlier position of (Adebayo & Nwachukwu, 2023). Employees who feel supported in their physical and mental health are more likely to collaborate, innovate, and stay resilient under pressure traits that enhance organizational agility and long-term effectiveness (Tan et al., 2020). Furthermore, the presence of social well-being programs fosters a culture of inclusion and trust, which strengthens organizational cohesion and reduces internal conflicts. Therefore, workplace well-being initiatives are not merely employee benefits but strategic imperatives that directly shape organizational effectiveness across multiple performance indicators.

Workplace well-being initiatives are increasingly recognized as vital strategic tools that contribute significantly to organizational effectiveness. These initiatives covering physical, mental, and social well-being positively influence employee morale, reduce absenteeism, and improve job satisfaction, all of which are key drivers of performance outcomes (Grawitch et al., 2006). When organizations invest in well-being programs such as fitness plans, mental health counseling, flexible work arrangements, and team-building activities, employees tend to exhibit higher levels of engagement and commitment to organizational goals (Goetzel et al., 2014). This heightened engagement supports greater consistency in achieving objectives, responding to market changes, and delivering quality output, which are core dimensions of organizational effectiveness (Danna & Griffin, 1999). Thus, well-being is not only a health-related concern but also a performance lever that contributes to sustainable organizational success.

Theoretical Review

This study is anchored on social cognitive theory

Social Cognitive Theory

The social cognitive theory, also known as social learning theory, was propounded by Albert Bandura in 1986. Bandura is a renowned psychologist who is best known for his work on social learning theory and the concept of self-efficacy (Bandura, 1986). Social cognitive theory assumes that human behavior is influenced by a dynamic interplay between personal factors (cognitive, affective, and biological events), environmental factors (physical and social surroundings), and behavioral factors (actions and reactions). This triadic reciprocal causation suggests that these three factors continuously interact to shape an individual's behavior.

The theory assumes that individuals can learn new behaviors and acquire new knowledge by observing the actions and experiences of others. Through this process of observational learning, individuals can model the behaviors they observe in others, leading to the acquisition of new skills and attitudes.

Social cognitive theory assumes that individuals possess the capacity for self-regulation, which involves setting goals, monitoring progress, and exercising control over their thoughts, feelings, and actions. Self-regulation plays a crucial role in guiding behavior and facilitating personal growth. The theory assumes that individuals' beliefs about their capabilities to perform specific tasks influence their behaviors, aspirations, and resilience. Self-efficacy beliefs shape motivation, effort expenditure, and perseverance in the face of challenges (Hergenhahn & Olson, 2013). Social cognitive theory assumes that human behavior is influenced by the continuous interaction between personal factors, environmental factors, and behavior. This bidirectional causation implies that individuals not only respond to environmental influences but also actively shape their environments through their actions.

Implications of Social Cognitive Theory to the Study

Social cognitive theory suggests that individuals can learn by observing others. In the workplace, this means that employees may observe their colleagues participating in wellness programs and experiencing positive outcomes such as improved health, increased energy, or reduced stress. Through these observations, employees may be more likely to engage in similar wellness activities themselves, leading to improved overall well-being and potentially higher levels of engagement with their work. More so, when employees participate in workplace wellness programs and experience personal improvements in health or well-being, their self-efficacy regarding their ability to maintain healthy behaviors may increase. As a result, they may feel more confident in managing their work responsibilities effectively, leading to higher levels of engagement and productivity.

Furthermore, workplace wellness programs often involve group activities or initiatives that foster a sense of community and support among employees. Through this collective participation and mutual encouragement, employees can develop stronger bonds with their colleagues and feel more connected to their workplace. This sense of social support can contribute to greater job satisfaction and overall engagement with organizational goals. In summary, social cognitive theory provides a valuable lens through which to understand the relationship between workplace wellness programs and employee engagement. By considering the role of observational learning, self-efficacy, and social support within this theoretical framework, organizations can design more effective wellness initiatives that not only promote employee well-being but also contribute to heightened levels of engagement and performance in the workplace.

Empirical Review

Adebayo & Nwachukwu, (2023), investigated on employee wellness and work outcomes in Nigerian Telecommunications Firms. To examine the influence of employee wellness programs on organizational effectiveness in the Nigerian telecom sector. To assess the impact of physical wellness initiatives on employee productivity. To determine the effect of mental wellness support on job commitment. To examine how social well-being initiatives influence team performance.

Descriptive survey Employees of MTN and Airtel in Lagos, Port Harcourt, and Uyo Sample Size: 210 respondents (using stratified random sampling). Primary data from structured questionnaires. Content validity ensured through expert review Cronbach Alpha = 0.82 Face-to-face distribution and follow-up via email. Descriptive statistics and multiple regression analysis using SPSS The study found that physical wellness had a significant positive effect on productivity. Mental wellness support enhanced employee commitment. Social well-being initiatives improved interpersonal relationships and teamwork. The study concluded that Employee wellness is a strategic asset that significantly contributes to organizational effectiveness. The study recommend that firms should invest in integrated wellness programs tailored to employee needs and Management should monitor and review wellness initiatives for continuous improvement. Onunwor (2023) examined the relationship between workplace wellness programmes and employee' performance in Agip Oil Company in Port Harcourt. The purpose of the study was to examine how dimensions of workplace wellness programmes such as fitness centre, medical service, and cafeteria influence employee performance in terms of timely tasks completion, output level, and innovativeness. The correlational research design was adopted. The population for the study consisted of 450 staff of Nigerian Agip Oil Company, Port Harcourt, while the convenience sampling technique was used to obtain a sample size of 200 respondents. Out of 200 copies of the questionnaire administered, the researcher was able to retrieve 179 copies Arithmetic mean was adopted in answering the research questions, while Spearman ranking order correlation was used for the test of hypotheses at 0.05 level of significance. The following findings were made: Fitness centre has a significant' positive relationship with timely task completion; medical service has a significant positive relationship with employee output level; and that, cafeteria has a significant positive relationship with employee's innovativeness The study concluded that workplace wellness programmes enhances employee performance in Agip Oil producing company in Port Harcourt.

Gap in Literature

Despite a growing body of research exploring the relationship between workplace well-being initiatives and organizational effectiveness in Nigeria, significant gaps remain. Most existing studies tend to focus broadly on employee performance or job satisfaction without disaggregating the specific dimensions of well-being namely physical, mental, and social initiatives and their distinct effects on key organizational outcomes such as goal attainment, adaptability, and work quality. Additionally, much of the research is concentrated in the banking and public sectors, with limited empirical evidence from the telecommunications industry, particularly in the South-South region. There is also a paucity of longitudinal studies that assess the long-term impact of well-being programs on organizational effectiveness. Furthermore, few studies have examined the moderating role of organizational culture in this relationship, leaving a critical gap in understanding how contextual factors shape the effectiveness of wellness strategies in diverse organizational settings. This gap highlights the need for more nuanced, sector-specific, and theory-driven research to inform policy and practice.

METHODOLOGY

Cross-sectional survey research design was adopted for this study as this study seek to determine the relationship between the two variables. The population of this study was four (4) telecommunication firms in Rivers State which are registered with Association of Telecommunications Companies of Nigeria (ATCON), Rivers State Branch. The firms include **MTN, Globacom (Glo), Airtel and 9Mobile**. The sample size for this study was the four (4) telecommunication firms earlier indicated as the population. The study adopted the census techniques. One of the reasons for applying census method is the limited and manageable size of the population. With regard to the respondents of the study given the strategic nature of the study, three key managers (technical manager, operations manager, and marketing manager) were chosen as respondents from each using simple random sampling of the four (4) firms constitute the study subject. This gave us a total of twelve (12) for the study. Structured questionnaire

instrument title "Workplace Well-being Initiatives and Organisational Effectiveness of telecommunication firms in Rivers State. The questionnaire was developed on five-point likert scale.

The reliability of empirical measurement is indicated by the internal consistency, one of the most commonly used indicators of internal consistency is Cronbach's alpha coefficient. Questionnaire item 12 copies of the questionnaire instrument were issued. The results were used in computation using Cronbach's alpha test of reliability.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.720	5

Source: Researcher Computation via SPSS Version 25

The result of the Cronbach's Alpha reliability test indicates .720 which is above .70 which implies that the items are reliable. Pearson product moment correlation was used to test the hypotheses using SPSS (statistical package social sciences).

DATA ANALYSIS

Ho₁: There is no significant relationship between Physical well-being initiatives and Goal attainment of telecommunication firms in Rivers State.

Table 2: Correlation on Physical Well-being Initiatives and Goal Attainment

		Physical Well-being	Goal Attainment
Physical well-being	Pearson Correlation	1	.466
	Sig. (2-tailed)		.000
	N	92	92
Goal Attainment	Pearson Correlation	.466	1
	Sig. (2-tailed)	.000	
	N	92	92

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

Table 2: correlation on physical well-being and market goal attainment revealed that there is a significant relationship between integrity and market expansion of telecommunication firms in Rivers State where (P. .466 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between physical well-being and goal attainment of telecommunication firms in Rivers State.

Ho₂: There is no significant relationship between mental well-being initiatives and adaptability of telecommunication firms in Rivers State.

Table 3: Correlation on Mental well-being initiatives and Adaptability

		Mental well-being	Adaptability
Mental Well-being Initiatives	Pearson Correlation	1	.555
	Sig. (2-tailed)		.000
	N	92	92
Adaptability	Pearson Correlation	.555	1
	Sig. (2-tailed)	.000	
	N	92	92

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

Table 3: correlation on mental well-being initiatives and adaptability revealed that there is a

significant relationship between accountability and increased workforce of telecommunication firms in Rivers State where ($P = .555 = \text{sig. } .000$) thus leading to acceptance of alternate hypothesis: There is a significant relationship between mental well-being initiatives and adaptability of telecommunication firms in Rivers State.

Ho₃: There is no significant relationship between social well-being initiatives and work quality of telecommunication firms in Rivers State.

Table 4: Correlation Social Well-being Initiatives and Work Quality

		Social well-being Initiatives	Work Quality
Social Well-being Initiatives	Pearson Correlation	1	.866
	Sig. (2-tailed)		.000
	N	92	92
Work Quality	Pearson Correlation	.866	1
	Sig. (2-tailed)	.000	
	N	92	92

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

Table 4: correlation on social well-being initiatives and work quality revealed that there is a significant relationship between social well-being initiatives and work quality of telecommunication firms in Rivers State where ($P = .866 = \text{sig. } .000$) thus leading to acceptance of alternate hypothesis: There is a significant relationship between social well-being initiatives and work quality of telecommunication firms in Rivers State.

DISCUSSION OF FINDINGS

Table 2: correlation on physical well-being initiatives and goal attainment revealed that there is a significant relationship between physical well-being and goal attainment of telecommunication firms in Rivers State where ($P = .466 = \text{sig. } .000$) thus leading to acceptance of alternate hypothesis: There is a significant relationship between physical well-being and goal attainment of telecommunication firms in Rivers State. Table 3: correlation on mental well-being initiatives and adaptability revealed that there is a significant relationship between mental well-being initiatives and adaptability of telecommunication firms in Rivers State where ($P = .555 = \text{sig. } .000$) thus leading to acceptance of alternate hypothesis: There is a significant relationship between mental well-being initiatives and adaptability of telecommunication firms in Rivers State. Table 4: correlation on social well-being initiatives and work quality revealed that there is a significant relationship between social well-being initiatives and work quality of telecommunication firms in Rivers State where ($P = .866 = \text{sig. } .000$) thus leading to acceptance of alternate hypothesis: There is a significant relationship between social well-being initiatives and work quality of telecommunication firms in, Rivers State.

Adebayo & Nwachukwu, (2023), investigated on employee wellness and work outcomes in Nigerian Telecommunications Firms. The findings revealed a significant positive relationship between physical well-being and organisational effectiveness. Specifically, firms with a strong market orientation and accountability exhibited higher levels of organizational effectiveness, characterized by greater adaptability, improved employee morale, and enhanced innovation capabilities. The study concluded that social well-being plays a crucial role in shaping the organizational effectiveness of telecommunication firms in Nigeria. The study recommended that Nigerian telecommunication firms should consciously cultivate and strengthen their market and customer focus. Management should invest in training and development programs that foster a customer-centric culture and encourage innovation and risk-taking.

CONCLUSIONS

Based on the findings of this study, the study concluded that workplace well-being initiatives correlate with organisational effectiveness of multinational telecommunication firms in South-

South.

RECOMMENDATIONS

The following recommendations were drawn from the findings of the study for multinational telecommunication firms in South-South:

- 1) Multinational telecommunication firms should invest in integrated wellness programs tailored to employee needs.
- 2) Management of multinational telecommunication firms should monitor and review wellness initiatives for continuous improvement.
- 3) Multinational telecommunication firm should embed wellness into organisational effectiveness

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