Teleworking and Employee Contextual Performance in Telecommunication Firms in South-South Nigeria

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Abstract

The study examined the relationship between teleworking and employee contextual performance of GSM Telecommunication firms in South-South Nigeria. The specific objectives of the study were to determine the dimension of teleworking as part-time teleworking and the measures of employee contextual performance. three research questions and hypotheses were formulated for this study. Relevant literatures were reviewed from the study. This study anchored on two theories which are institutional theory and organizational system theory. This study employed a survey and descriptive correlational research design. The population of the study was forty-five thousand five hundred and eighty-four (45,584) from the entire staff of the four GSM teleworking firms in South-South, Nigeria with a sample size of 394 using Taro Yemene to determine it. Structured questionnaire was the only source of data collection. Inferential statistics and Spearman rank order correlation coefficient statistical tools was used to analyze the data with the aid of SPSS. The results uncovered that part-time teleworking was highly positive and statistically significant with the criterion measures. This study concluded that actions structured towards enabling work systems that support teleworking features enhances the nature of the workers relationships and bridges the social gaps that may exist between the workers. Therefore, the study recommended among others that the structuring of part-time teleworking actions should be patterned in such a way that enable substantial levels of emotional balance, stress control and relieve in ways that enable workers effectively cope and manage their work pressure and thus relate and function better in line with their responsibilities.

INTRODUCTION

Background of the Study

Relationships are important to the wellbeing of the workers as well as the organization. For organizations to thrive, it is imperative that their internal systems and processes are cohesive and that workers shared a good level of rapport and responsibility towards each other. Contextual performance is therefore necessary in ensuring the internal stability of organizational systems and driving for outcomes of improved productivity and effectiveness. Saboor, et' al (2018) argued that employee contextual performance is fundamental to the organizations functionality and goals as it serves interest in enabling conducive and cooperative work environments that facilitates improved

levels of cooperation, information sharing and communication between the workers in ways that enhances the extent of communality and support expressed within the organization (Dessler, 2016; Azasu, 2017; Gerhart, et' al 2015).

Employee contextual performance refers to the workers capacity to relate and integrate effectively within the organizational system (Bernardin, 2013; Campbell, 2017). It describes a condition of interpersonal relations where workers are able to cooperate, share information and communicate substantially with their co-workers and that way enhance organizational intra-cohesion and connectivity. Saboor et' al (2018) described a noted and growing interest in contextual performance as resulting from the observed implications of such for the wellbeing of staff and the organization as well. This agrees with Shao, et' al (2012) observation that contextual performance is necessary for the emotional development of the employee and at the same time enriches the content and exchanges that occur within the workplace.

The concept of contextual performance, according to Wekesa & Nyaroo (2013) relates to the ways in which individuals are able to identify with and collaborate with significant others such that enhances their own functionality. One could therefore argue that contextual performance is a capacity for interpersonal relations which serves the purpose of the improved role and task performance within the organization (Elnaga & Imran, 2013).

Linos (2019) afirmed that there is a growing array of practices and human resource management approaches structured to address the stated concerns of the impact of the environment-based crises or challenges on the functionality of the worker, including issues relating to their health and wellbeing -One of such practices is that of teleworking (Aguilera, et' al 2016; Lopez-Igual & Rodríguez-Modrono, 2020; Atkeson, 2020).

Teleworking describes the various processes and forms in which members of the organization are able to sustain their functions and consistently follow-up on their responsibilities to the organization from various locations or regions outside the organization's workplace. Teleworking according to Rohanizad &Bohns (2017) facilitates organizational flexibility and allows for operational robustness given workers continued functionality despite possible disruptions and change events within the context of the organization. It is considered highly useful in maintaining organizational operational stability and thus is fundamental to organizational survival. However, as Bloom (2015) noted, there are certain conditions and premises upon which effective teleworking systems and practices are based – these comprise the technology, culture and structure of the organization.

O'Brien & Yazdani (2020) in their investigation of the effect of teleworking on employee performance observed that one of the major advantages of teleworking is the agility it offers the organization. Crawford, et' al(2011) noted that workers are able to easily – despite location and time, address emerging demands or expectations. This observation is also shared by Bloom (2015) who asserted that one of the key characteristics and defining attributes of robust organizations is the fact that changes or developments within their environment or context, does not substantially disrupt or obstruct the activities and processes of the organization.

However, Manokha (2020) argued that teleworking creates a healthy level of cooperation between staff which is vital and useful to the organization – especially since it advances boundaries that

ensure workers interactions are primarily premised on work features that drive the performance and effectiveness of the organization. While the debate on the implications of teleworking continues (Charalampous et al, 2019; Bloom et al, 2015; Maier, 2015) scarce focus has been paid to its impact on the contextual performance of employees and the extent to which it either enhances their interpersonal attributes or isolates them from others and thus militating against their performance. Haven look at the content empirical review, several authors have said different things about employee contextual performance but known have really look at it in the direction of teleworking and employee contextual performance in telecommunication firms in South-South, Nigeria. Hence, this gave the researcher concern to fill the literature gap with this study.

Statement of the Problem

The problem of this study anchors on the challenge of poor or weak employee relations within the organizational framework (Dessler, 2011; Campbell, 2017). This has posed a major set-back at the individual and also organizational level, stalling functions and thus leading to the inefficiency of organizational systems. Despite noted human resource management efforts channelled towards the enablement of cohesion and enhanced levels of collaboration, the problem of poor relations between staff is such that as Dessler (2016) pointed out, draws more from the growing distrust between workers, increasing tribalism, religiosity and other diversity-based factors which are poorly managed, and even the level of demands and expectations placed on the workers, thereby leading to increased pressure and stress.

Within the Nigerian telecommunication industry, Adi (2015) argued that the high mix of workers from various cultural, national and religious affiliations and the growing competition within the industry, even within the organizations (for promotions, positions, responsibilities) are such that continually impact on the relationship between staff – affecting their level of cooperation, information sharing and communication (Oghojafor, et' al, 2014). This has resulted in outcomes of poor co-worker's support and as such a weak level of social tie within the workplace. Concerns of poor performance resulting from these factors are mostly contextual in nature, and thus focus on the nature and content of relationships and interactions between workers – specifically the extent to which workers are able to engage in healthy and beneficial relationships and correspondence with their co-workers.

Studies, in addressing the issue of work relationships in line with contextual performance, have observed that there is a mix of results and controversial positions when it comes to the nature and structuring of roles and responsibilities. However, little has addressed the extent to which teleworking as a practice or feature of the organization, either contributes or negates outcomes of employee contextual performance. Linos (2019) argued that teleworking advances several key benefits to the individual worker (health, convenience, and control) and the organization as well (effectiveness, operational continuity, robustness). Despite these, the author notes that existing empirical evidence has not substantially demonstrated the nature of the impact of teleworking on the behaviour of employees – especially with regards to their relations with co-workers. In this regard, this study can be considered as imperative as it investigates the relationship between teleworking and employee contextual performance in GSM telecommunication firms in the South-south of Nigeria.

Aims and Objectives of the Study

The purpose of this investigation is to determine the relationship between teleworking and employee contextual performance in GSM telecommunication firms in the South-south of Nigeria. The related objectives of the study are to:

i. Examine the relationship between part-time teleworking and employee cooperation in GSM telecommunication firms in the South-south of Nigeria
ii. Determine the relationship between part-time teleworking and employee knowledge sharing in GSM telecommunication firms in the South-south of Nigeria
iii. Ascertain the relationship between part-time teleworking and employee communication in GSM telecommunication firms in the South-south of Nigeria

Research Questions

The following research questions are structured to address the concerns of the study. They are stated as follows:

i. How does part-time teleworking influence employee cooperation in GSM telecommunication firms in the South-South of Nigeria?
ii. What is the relationship between part-time teleworking and employee knowledge sharing in GSM telecommunication firms in the South-South of Nigeria?
iii. To what extend does part-time teleworking influences employee communication in GSM telecommunication firms in the South-South of Nigeria?

Research Hypotheses

The hypotheses are based on the operationalized relationship between the variables of interest. They are stated as follows:

Ho$_1$: there is no significant relationship between part-time teleworking and employee cooperation in GSM telecommunication firms in the South-South of Nigeria

Ho$_2$: there is no significant relationship between part-time teleworking and employee knowledge sharing in GSM telecommunication firms in the South-South of Nigeria

Ho$_3$: there is no significant relationship between part-time teleworking and employee communication in GSM telecommunication firms in the South-South of Nigeria

Significance of the Study:

This investigation on the relationship between teleworking and employee contextual performance can be considered as significant on the basis of its theoretical and practical justifications: The theoretical significance of the study dwells on the shift it offers with regards to research on employee performance; advancing focus on the workers capacity to effectively relate and collaborate with significant others within the workplace thus enhancing their level of functionality.

Scope of the Study

Content Scope: The scope of study for this investigation is delimited to content which bothers on the relationship between teleworking and employee contextual performance as mediated by human resource policy of employee support and autonomy. The relationship is discussed within the framework of two theories – the institutional theory and the organizational systems theory. Geographical Scope: The geographical scope for this study is delimited to the South-south of Nigeria. Unit Scope: The unit scope for this investigation focuses on all members and workers of the organization making it a micro study.

REVIEW OF RELATED LITERATURE

Teleworking

Telework (or teleworking) is becoming an increasingly common mode of working, with more and more workers reporting that they telework at least some of their working time (Raghuram, 2014; Rasch & Tsebelis, 2011). In 2010, it was estimated that 26.2 million people teleworked, representing approximately 20% of the working adult population in the U.S. (Zia & Bilal, 2017; Tustin, 2014; Uzo & Mair, 2014). Additionally, the frequency of telework by employees increased from 2008 to 2011, with 84% of teleworkers reporting at least one day of telework per week in 2012, while only 72% of teleworkers reported teleworking one day per week or more in 2008 (Uzo & Mair, 2014). In a national survey, 50% of organizations reported that they allowed some employees to work from home occasionally and 23% indicated that they allowed some employees to work from home on a regular basis (Ongaki, 2019; Nisar et al, 2019). Finally, telework is on the rise in countries outside of the U.S. (Picu & Dinu, 2016; Piszczek, 2017).

Because of this increase in teleworking employees and the changing nature of work, the study of telework and flexible work schedules is especially important for industrial/organizational psychologists (Ongaki, 2019). The increased prevalence of telework has led to growth in research studies devoted to the topic. The current study seeks to examine the relationship between telework and various outcomes that are important to employee effectiveness. Specifically, the outcomes of interest include task performance, contextual performance, and the withdrawal behaviours of presenteeism, lateness, absenteeism, and turnover intentions.

Part-Time Teleworking

Teleworking offers a number of potential benefits, including better work-life balance, fewer office distractions, reduced travel time, and increased autonomy (Crand1ll &Gao, 2005). Although comprehensive theoretical formulations are lacking, there are two general perspectives of how these benefits will in turn enhance a broad range of work outcomes, including commitment and performance: An instrumental benefits perspective, and a signalling perspective. An instrumental benefits perspective suggests that tangible and motivational advantages of teleworking enactment lead to enhanced work outcomes, through intra- and/or interpersonal mechanisms. A signalling perspective, on the other hand, suggests that the opportunity to telework (regardless of whether or how frequently the employee actually teleworks, or whether the arrangement is actually beneficial) is a signal of goodwill that, per the norm of reciprocity (Gouldner, 1960), employees are compelled to reciprocate via increased attitudes and performance.

Part-time teleworking arrangements are likely to enhance fit for participating employees in that they are a) preferred as an overall work modality (individuals opt in to these arrangements) and b) they are particularly amenable to adjustment according to individual needs, preferences, and abilities (teleworkers tend to have increased freedoms or flexibility). Teleworking may enhance needs-supplies fit, which occurs when the environment satisfies individual needs or preferences, and demands-abilities fit, which occurs when individuals are able to meet environmental demands (Kristof-Brown et al., 2005). For example, teleworkers may value the autonomy of working at home or from a location of choice (needs-supplies fit). Likewise employees with substantial family obligations may be better equipped to meet work demands outside of a traditional 9 to 5, in-office arrangement (demands-abilities fit).

Employee Contextual Performance

Performance is degree of accomplishment of the tasks that make up an employee job. It reflects how well an employee is fulfilling the requirements of a job (Byars and Rue 2000). Armstrong (2006) defined performance in output terms as the achievement of quantified objectives and how these objectives are achieved. High performance results from appropriate behaviour especially discretionary and the effectiveness of skills and competencies. It is not just a matter of achieving targets but how well they are achieved. Performance in a given situation can be viewed as a resulting from the interrelationships among effort abilities and role perceptions. Therefore, employee performance refers to the level at which the employees are performing. It is an on-going activity with the ultimate goal of improving both individual and corporate performance. To attain an acceptable level of performance a minimum level of proficiency must exist in each of the performance components (Byars and Rue, 2000).

To manage and improve employee's performance, managers must explore the cause of action, plans and empower workers to find solutions and use performance focused communication (Cardy et al,2010). Improving performance is only achievable where there are effective processes of continuous development. Further, employee performance is enhanced by among other factors as job satisfaction, commitment and capability to perform. Moreover, quality of work life therefore facilitates improved performance. An organization system that continually aligns its strategy, goals, objectives and internal operations with the demand of its external environment usually maximizes its performance (Cardy et al, 2010). Many organizations have developed standards to manage employee performance and their emphasis is on improvement, learning and development in order to achieve their overall business strategy and to create a high performance workforce.

Measures of Employee Contextual Performance

Employee Cooperation

The accomplishment of organization transformation rest on, in part, the success of workers' cooperation regarded as essential building blocks of locally-managed organizations (Crow & Pounder, 2000). This cooperation depends on the inspiration and abilities of workers who gratefully give their energy and trustworthiness through cooperative efforts and teamwork processes (Bolman & Deal, 1994; Duignan & Macpherson, 1993; Glickman, 1993; Henkin et al., 2000; Pounder, 1998). Workers' cooperation may function to strengthen organizations. They may assist to counter effects of conservative institutional configurations and inflexible supervision

thinking that guarantee operative steadiness and certainty, but discourage creativities and cooperation that support performance. Sitorus (2008) suggested that we cannot confirm that individuals have the same viewpoint about how good is a good cooperation. In a social system like organization, a worker has to be mature enough to recognize how far his/her circle of influence and responsibility is. Workers occupied by connection, trusting and commitment involved in cooperative decision making can permit modifications that improve the practicality of professionals and workers outcomes and, simultaneously, offer the group support and basic structural honours that inspire a more cooperative work setting or context and support the need to involve, and remain one of the whole (Dee & Henkin, 2001; Harris & Sherblom, 1999; Murphy, 1991; Neher, 1997; Pounder, 1999).

Knowledge Sharing

Knowledge is a powerful source of organizations. The importance of knowledge for the development of organizations globally took attention to the researchers in the late 1990s. The World Bank (1998) explained that knowledge, specifically the way a society produced, processed, and integrated knowledge into their lives, was a crucial factor for the organizational development. At present, knowledge is considered as an essential issue of production in an organization as like land, labour, and capital. Knowledge is a fluid mix of experience, contextual information and expert insight that provides a framework for evaluating and incorporating new experiences and information (Davenport & Prusak, 1997). In organizations, knowledge is divided into two types: explicit and tacit knowledge (Nonaka, 1991). Tacit knowledge is the hands-on skills, best practices, special know-how, heuristic, intuitions, and so on. It is personal in origin, context and job specific and difficult to formalize and codify, difficult to capture, communicate and share, and poorly documented but highly operational in the minds of the possessor (Polanyi, 1973; Serban & Luan, 2003).

Explicit knowledge is easily codified, storable, transferable, and easily expressed and shared. Sources of it are manuals, policies and procedures, and databases and reports (Serban & Luan, 2003). All the activities related to the transmission and distribution of knowledge among individuals, groups or organizations are considered as knowledge sharing (Lee, 2001; Ling et al., 2009). Knowledge sharing is defined as the activity through which knowledge, such as information, skills, plans, innovation, ideas, goals, insights, or expertise is exchanged among people, peers, community, friends, families, or organizations (Bukowitz & Williams, 1999). It refers to the exchange of knowledge between at least two parties in a reciprocal process allowing reshape and sense making of the knowledge in the new context (Willem, 2003).

Employee Communication

According to Farace, et al (cited in Ryu et al, 2003), there are three main kinds of communication at a workplace. They are task-related communication, innovation-related communication (new ideas), and maintenance-related communication (social topics that maintains human relationships). In this study, however, the task-related communication and innovation-related communication (new ideas) are jointly referred to as work-oriented communication. For instance, in an organization, managers tell subordinates what their tasks are and how to accomplish these tasks; salesmen report to their superiors about how much they have sold this week; employees of a

newsroom talk with the other employees of the technique support department about how to use a new system (Ipe, 2003). This type of communication may happen at a weekly meeting within departments, or may just be via email. On the other hand, managers may also share the good news about their children with their subordinates; the salesmen may also tell superiors about the recent fighting with boyfriends or girlfriends; the journalists may also chat with the computer guy about an interesting online game. These kinds of communication are referred to as social-emotional-oriented communication.

Theoretical Review

Institutional theory; the main focus of institutional organization theory is on the institutional isomorphism which explains the similarity among organizations in an organizational field (Tipurić, 2014) and how organizations become similar to their competitors (DiMaggio & Powell, 1983). Isomorphism explains the degree of conformity of organization to norms and practices that have been established in a given organizational field (Johnston, 2013).

Organizational System theory; systems theory has long informed theoretical developments in employment relations and HRM. There is a rich and interdisciplinary underpinning to systems logic stretching back to classic research in work and organisations (Burns & Stalker, 1961), Dunlop's (1958) Industrial Relations Systems, and foundational organisation theory (Katz & Kahn, 1966). Today, systems theory is still frequently theoretically invoked, if less empirically employed.

Empirical Review

Kurland & Egan, (1999). focused their attention on the adoption of teleworking as a job design, which they defined as working outside of the conventional workplace.

Bailey and Kurland (2002) conducted a review of telework research to date at that point. They were specifically interested in who telework, especially considering the lack of a definition of teleworking, as well as why they telework, and what happens when they do. They found that, unlike popular depictions or connotations, the teleworking population as a whole does not work remotely on a fulltime basis, but rather only five to six days per month. The key finding in their review was that despite telework frequency being a strong moderator for work outcomes, frequencies were low among the populations studied—indicating that attention had been funnelled to the wrong variables, such as isolation (Bailey & Kurland, 2002).

METHODOLOGY

The study employed a survey and descriptive correlational research design. The population of the study was forty-five thousand five hundred and eighty-four (45,584) from the entire staff of the four GSM teleworking firms in south-south Nigeria with a sample size of 394 using Taro Yemene to determine it. Structured Questionnaire was the only source of data collection also validated by academicians in my school. Inferential statistics and Spearman rank order correlation coefficient statistical tools was used to analyze the data with the aid of SPSS Version 20. The reliability assessment for the instruments for this investigation was carried out using the Cronbach alpha.

DATA PRESENTATION AND ANALYSIS

Table 1: Population and sample distribution for the study

GSM Mobile Firms	Population	Sample
MTN Nigeria	19, 288	168
Globalcom	3, 379	29
9Mobile	5000	44
Airtel Nigeria	17, 917	156
Total	45, 584	397

Source: Online survey: www.wikipedia.com

Research Questions

Table 2; Workers have time allocated for online roles in this organization

		Frequency	Percent	Valid Percent	Cumulative Percent
	SD	49	13.4	13.4	13.4
	D	52	14.2	14.2	27.6
Valid	A	256	69.9	69.9	97.5
	SA	9	2.5	2.5	100.0
	Total	366	100.0	100.0	

Table 3; Most holidays or weekends are considered suitable for online correspondence

		Frequency	Percent	Valid Percent	Cumulative Percent
	SD	42	11.5	11.5	11.5
	D	92	25.1	25.1	36.6
Valid	A	215	58.7	58.7	95.4
	SA	17	4.6	4.6	100.0
	Total	366	100.0	100.0	

Table 4; Not all roles or functions are carried out physically in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	16	4.4	4.4	4.4
	D	60	16.4	16.4	20.8
	A	273	74.6	74.6	95.4
	SA	17	4.6	4.6	100.0
	Total	366	100.0	100.0	

Table 5; Responsibilities in this organization require days of being and corresponding online

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	49	13.4	13.4	13.4
	D	109	29.8	29.8	43.2
	A	190	51.9	51.9	95.1
	SA	18	4.9	4.9	100.0
	Total	366	100.0	100.0	

Table 6; Work in this organization is remote

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	32	8.7	8.7	8.7
	D	51	13.9	13.9	22.7
	A	275	75.1	75.1	97.8
	SA	8	2.2	2.2	100.0
	Total	366	100.0	100.0	

Table 7; Descriptive Statistics

		Statistic	Bootstrap[a]			
			Bias	Std. Error	95% Confidence Interval	
					Lower	Upper
Part work	N	366	0	0	366	366
	Minimum	1.00				
	Maximum	4.75				
	Mean	3.2944	.0011	.0485	3.1988	3.3913
	Std. Deviation	.93482	-.00320	.03664	.85584	.99900
	N	366	0	0	366	366

Interpretation for the Univariate Analysis

The interpretation for the analyses on the distribution for the variables, builds on their summaries and the implied position for their latent constructs. Evidence on the distributions for the dimension of teleworking demonstrate substantial outcomes that suggest evidence of activities and features within the organization which could translate as part-time. The evidence from the analysis indicates that the GSM telecommunication firms allow for and encourage teleworking in various categories – depending on the role and possible emerging circumstances which may be considered as necessitating such within the workplace.

These results thus present these telecommunication firms as having the required systems, adaptive and well suited to addressing the changes within its environment. The results provide an overall position on the behaviour of the firms and their capabilities. This also applies in the features of contextual performance of the workers. Evidence on the distribution for the variables on measures such as cooperation, knowledge sharing and communication suggest substantial levels of contextual performance. This also suggests possible positive relations and healthy levels of interaction between the workers in the organization. This follows the observed affirmatives to behaviour and actions that detail levels of cordiality, inter-personality and healthy workplace relations.

Part-time teleworking and employee contextual performance

The Spearman's rho test for the correlation between part-time teleworking and the measures of employee contextual performance is used to assess the nature of the interaction between part-time teleworking and outcomes such as cooperation, knowledge sharing and communication. The result for the test on the relationship between the variables is presented on table 8.

Table 8 Part-time teleworking and measures of employee contextual performance

			Part-time	Cooperate	Knowledge	Communicate
Spearman's rho	Partwork	Correlation Coefficient	1.000	.937**	.553**	.783**
		Sig. (2-tailed)	.	.000	.000	.000
		N	366	366	366	366
	Cooperate	Correlation Coefficient	.937**	1.000	.686**	.751**
		Sig. (2-tailed)	.000	.	.000	.000
		N	366	366	366	366
	Knowledge	Correlation Coefficient	.553**	.686**	1.000	.592**
		Sig. (2-tailed)	.000	.000	.	.000
		N	366	366	366	366
	Communicate	Correlation Coefficient	.783**	.751**	.592**	1.000

Sig. (2-tailed)	.000	.000	.000	.
N	366	366	366	366

Source: SPSS Data output, 2021

Result on the relationship between part-time teleworking and the measures of employee contextual performance shows that part-time teleworking contributes significantly to employee cooperation (rho = 0.937; P = 0.05), knowledge sharing (rho = 0.553; P = 0.05) and communication (rho = 0.783; 0.05). The result demonstrates that part-time teleworking significantly influences outcomes of employee contextual performance within the context of the GSM telecommunication firms. The results also show that part-time teleworking has a stronger correlation with cooperation as compared with knowledge sharing and communication. All three relationships are also observed to be significant implying that increased levels of part-time teleworking enhance levels of cooperation, knowledge sharing and communication. Drawing on the established relationship between the variables, the following position on the relationship between the variables is stated:

i. There is a significant relationship between part-time teleworking and employee cooperation in GSM telecommunication firms in the South-south of Nigeria
ii. There is a significant relationship between part-time teleworking and employee knowledge sharing in GSM telecommunication firms in the South-south of Nigeria
iii. There is a significant relationship between part-time teleworking and employee communication in GSM telecommunication firms in the South-south of Nigeria

Discussion of the Findings

Part-time teleworking and employee contextual performance

The relationship between part-time teleworking and employee contextual performance, based on the facts generated, is established as significant and positive. Part-time teleworking provides for a flexible and dynamic approach towards work features. This is because it combines both traditional work systems and processes with change-focused actions that thus allow for fluidity in operations and functionality. Ferreira et al (2018) described part-time teleworking as promoting several health advantages – especially since it allows for the balancing of work roles and functions with family roles and responsibilities.

Lawrence et al (2011) observed that the development of effective workplace relationships is hinged on the establishment of work boundaries and frameworks that enable the control of excesses and thereby fosters better focus on organizational goals and functions.

In their study Hoffman et al (2015) pointed to the systemic nature of teleworking in bridging both physical and emotional distances between workers within the same organization. The author argued that workers while work schedules and transfers could impinge on the content and nature of relationships within the organization, teleworking creates an enabling platform for increased participation of the workers in the functionality of the organization, and also allows for consistency in the communication between the co-workers within the same organization.

Conclusion

The relationship between teleworking and employee contextual performance presents a stance with regards the adoption and emphasis of teleworking practice (part-time) in driving improved levels of relationships and enhanced levels of collaboration between workers. The findings demonstrate the need for autonomy and functional designs that enable workers to be more effective, thereby allowing for improved levels of confidence and assurance in their work – factors necessary for also advancing outcomes of contextual performance. The study through its empirical facts thus identifies teleworking as a significant antecedent of employee contextual performance, especially within the Nigerian telecommunication industry.

Thus, in line with the facts generated, this study concludes that actions structured or patterned towards enabling work systems or formats that support teleworking feature such as part-time teleworking, enhances the nature and content of the workers relationships and bridges the social gaps or differences that may exist between the workers.

Recommendations

In line with the observed relationship between teleworking and employee contextual performance, the following recommendations are proffered:

i. It is recommended that the structuring of part-time teleworking actions are patterned in such a way that enable substantial levels of emotional balance, stress control and relieve in ways that enable workers effectively cope and manage their work pressure and thus relate and function better in line with their responsibilities.

ii. This study recommends that the adoption of full-time teleworking actions are structured to ensure consistency of communication between members of the organization through consistent meetings and the integration of functions and roles such that members are constantly in touch with each other and able to relate with other members of the organization.

iii. It is recommended that organizations, in advancing structural forms and formats that allow for flexibility and adaptability during times of change should be pro-active and focus on ensuring workers are adequately trained and equipped with suitable skills and capacities such as teleworking which could be utilized in ensuring operational consistency.

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