VIRTUAL WORK PRACTICES AND WORK SATISFACTION IN THE OIL & GAS INDUSTRY IN SOUTHERN NIGERIA

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ABSTRACT---
COVID-19 has caused unprecedented challenges to human lives. Many governments have forced people to stay at home, leading to a radical shift from on-site to virtual working for many organizations. Advances in communication and information technology create new opportunities for organizations to build and manage virtual teams. Virtual work practices help in connecting multiple users with their surroundings. Oil and Gas Companies in Nigeria have adopted such interventions so that they can increase their contacts with the similar organizations worldwide. It has helped the leaders to monitor the work performances of the employees. This study attempts to explain the role of virtual work practice in building work satisfaction (work-life balance and environmental condition). Data was collected through a questionnaire on a five-point Likert scale from 98 respondents by using purposive and snowballing sampling techniques. Correlation and regression analysis were used to test hypotheses. Results showed that virtual work practices had a strong positive significant relationship with work satisfaction. Hence, the study concludes that virtual work practice has a positive relationship with work satisfaction (work-life balance and environmental condition) and thus recommends that firms should give more attention to virtual work practices to facilitate employee's performance and boast work satisfaction.
KEYWORDS: *Virtual Work Practice, Work Satisfaction, Work-Life Balance, Information Technology, Environmental Condition*---

1. INTRODUCTION

Employees working performances depend largely on their satisfaction levels and the policies that are made by the management staff at the workplace Ajayi and Ovharhe, (2016). It has been discussed that there are very little researches that have been conducted in Nigeria about the issues that are faced by business organizations within the country. It is undoubtedly stated that the Human Resource Departments play an important role in leading the employees of an organization by making effective policies and strategies for growth (Papa et al., 2019). Organizations are taking initiatives in making their working environment more friendly. The benefits of a company could rely heavily on the continous satisfaction of the employees who are at higher risks of damage by the implementation of new policies and changes within the organization.

Virtual practices today have played a significant role for the business originations in expanding their connections and dealing with the external world through electronic media. It has been demonstrated in a research study by McCann and Kohntopp, (2019) that virtual practices are dependent on good leadership and communication practices. Technological tools increase the efficiency and effectiveness of the plans that are executed by business organizations. Telecommute has shown prominent results in providing ease to the working staff but on the other hand, employees have faced issues in developing effective coordination with the leaders and the other stakeholders of an organization (Asgari, & Jin, 2018).

Employees who telecommute or work in virtual settings report high levels of satisfaction due to increased flexibility and autonomy (Sardeshmukh, Sharma, & Golden, 2012). However, relationships with leaders tend to be difficult to build, particularly as leadership in virtual workplaces may be less hierarchical (Hoch & Kozlowski, 2014; Skogstad et al., 2015). Communication is an important aspect of employee job satisfaction (Loi, Chan, &

Lam, 2014). Managers are unaware of the strengths, perceptions, or merits associated with the unique characteristics of virtual work practice (Hoch & Kozlowski, 2014; Lockwood, 2015).

Virtual workplace settings aim to have a huge talent pool and a healthier work-life balance. Another study by Odetunde and Ufodiama, (2017) has illustrated that virtual practices help in transforming the organizational culture. Virtual reality training systems help in connecting multiple users with their surroundings. Oil and Gas Company in Nigeria has adopted such interventions so that they can increase their contacts with the similar organizations worldwide. It has helped the leaders to monitor the work performances of the employees.

1.2 STATEMENT OF PROBLEM

Factors like face-to-face contact and mobility highly affect employee work satisfaction while working from home (Rubin, Nikolaeva, Nello-Deakin, & Brömmelstroet, 2020). Most employees are struggling with the increase in working hours. Challenges like lack of communication, interruptions, and fear of 24/7 reporting are seen and decreased time for communication with co-workers was a major factor affecting employee satisfaction while working from home (Prasad, Rao, Vaidya, & Muralidhar, 2020). The decreased supervision by managers while working from home also affected the performance of the employees (Lippe, & Lippényi, 2019). While some see the time saved on traveling as an added advantage, others find striking a work-life balance when working from home to be more difficult and strenuous (Jaiswal, & Arun, 2020).

Organizational systems that fail to generate or provide collaborative tools amongst employees will not foster work-life balance and a favorable environment regardless of the quantity of the information that is transmitted. Operational costs can increase when employees who are working in different geographical locations find it difficult to collaborate. Virtual working can cause complexities and contribute to misinterpretation of messages by employees, (Okechukwu, Egbo, & Isikuru, 2017). Communication influences employees' attitudes that might be emphatically identified with team effectiveness and can be difficult to attain, particularly when team members work for different departments or units. Virtual working tries to bridge the gap between working together and working remotely, but there is a lack of facial interaction. It tries to provide an efficient collaboration option but network failure and equipment breakdown might limit its use.

This study is significant in its capability to illuminate the determinants that might influence work satisfaction for employees working in the virtual environment. The results of the research would assists leaders improve the employee's work satisfaction. Previous researchers worked in general terms and industrial effects were not analyzed, also they did not conduct country-specific research. Therefore, this research aims to uncover existing relationships in the context of the Oil and Gas sector; this study would also reveal findings in the Nigerian context. On the other hand, in the current environment of the COVID-19 outbreak, where severe lockdown restrictions are imposed and social distancing measures are opted by several institutions whether public or private organizations NGOs, or education institutes, the need for virtual work practices has increased in the last two years. Along with this need, the demand to keep employees satisfied with their work also rises. Thus, this research puts light on the significance of virtual work practices and their impact on work satisfaction.

1.2 AIM AND OBJECTIVES

Following are the aims and objectives of this research study:
  i. To investigate the relationship between virtual work practice and work satisfaction.
  ii. To observe the relationship between virtual work practice and environmental conditions.

2. LITERATURE REVIEW

In the light of the study conducted by Raghuram et al (2019), in today's global world, businesses are rapidly turning to virtual labor to cut costs, speed up time to market, and address complicated organizational issues. Many aspects of virtual work must be investigated because this is a novel alternative work structure in the 21st century. However, one area is the association between virtual employment and job happiness in individuals. Conventional Human Resource Management literature says that job satisfaction is influenced by factors such as colleagues, management, and salary. Although academics have been researching virtual work for centuries, there is still a lack of data on its influence on job satisfaction. Although some research suggests that virtual employment is linked to job happiness, others disagree (Mohite and Kulkarni, 2019).

Furthermore, as per the research performed by Schall (2010), it has gotten more prominence in subsequent centuries as a result of the advantages it provides to businesses and employees. Scholars from various research methods tend generally concentrate on distinctive forms of virtual work as virtual work investigation grows. Teleworking, virtual teams, including computer-mediated work are three significant research areas highlighted by Raghuram et al. (2019). The virtual teaming area relies on a paradigm for studying the behaviors of geographically, temporally, or operationally diverse teams, whereas the telecommuting area centers on operating farthest from the workplace (Karácsony, 2021).

Likewise, it has been found out in the study undertaken by Qiu and Dauth (2021), there is a link between virtual work and satisfaction of job according to existing research. Nevertheless, when it comes to the effect of virtual work on job satisfaction, there are two schools of thought. On the one side, social presence plus media richness theories argue that remote work has a significant level of technological civility but little physical face-to-face connection. It frequently fails to fulfill workers' aspirations at work by failing to give assets such as trustworthiness, professional development networks, and perhaps other knowledge. Workers would be less satisfied and motivated as a result of these viewpoints (Mansfield, 2018).

Moreover, the research performed by Abilash and Siju (2021) state that some researches, on the other side, imply a favorable association between virtual employment and job satisfaction, because virtual work can provide a variety of benefits and thus match expectations of employees. Virtual work, for instance, could enable flexibility, foster information sharing, and broaden employees' relationships within the company. Besides that, the study of Bekele and Mohammed (2020) observed that virtual work, as opposed to typical office work, allows employees considerable mobility in terms of work time and place, as they could work from multiple locations or even other time zones. Face-to-face interaction at the workplace facilitates the impulsive flow of information, but it also exposes employees to relationship issues and job disruptions. In this vein, we contend that as virtual work intensity grows, the influence of digital work intensity on employee satisfaction changes.

Furthermore, in the light of the study conducted by Zöllner and Sulíková (2021), it has been inferred that when the degree of virtual collaboration with other members of the team is within an acceptable distance, it is an extra method of communication. Continuous interaction among virtual team workers can be made easier with such information sources. Because suitable virtual work pressure enables workers to prevent disputes while staying in touch with coworkers regardless of their location, it aids in the development of trust and personal relations.

Secondly, strong virtual work activity, as per experts, could lead to greater cohesiveness since it fosters team development even when members of the team are not always in close vicinity. In addition, the research of Bellmann and Hübler (2020) refers that the reliance on digital communication might cause a delay in information flow, which can influence team workers' relationships. This malfunction may also cause delays in the flow of critical information needed to complete the operation. As a result, virtual employees' interaction choices are regarded as a critical mitigating approach for improving job satisfaction and efficiency. In reality, the effectiveness of a team is strongly proportional to the effectiveness of its communications.

Essentially, as per the study of Regueros (2021), the link between virtual work and job satisfaction is based on the notion that working remotely gives employees more access and freedom in how they complete their tasks, allowing them to balance career and family obligations. 321 professional employees were studied to see if there was a link between virtual work and job satisfaction (Schall, 2019). The amount of time spent telecommuting a week has been gathered and evaluated by the investigator. The researcher discovered evidence for a curvilinear made on their data. The researcher discovered that the link between telecommuting and job satisfaction weakened and that workers' job satisfaction scores fell as their remote work hours increased (Novianti and Roz, 2020).

H_{01}: *There is no significant relationship between virtual work practices and work-life balance among employees in the oil & gas industry in South-South Nigeria.*

2.1 Virtual Work Practices

Business organizations are connected with multiple departments and institutions so that they can withstand in the marketplace. Virtual work practices are dependent upon the role of marketing, finance, and Human Resource support to deals with the internal and external factors of an organization. In the light of a research study that has been conducted by Olayisade and Awolusi, (2021) explained the employees' satisfaction levels at Oil and Gas Company at South Nigeria. The study findings have given an idea that employees work harder in their respective

jobs but certain parameters affect their reliability in working in an organization such as poor leadership statuses and overburden working schedules. Moreover, Nigerian Companies make their business and organizational strategies to fulfill the requirements of the customers that is only possible by the collective efforts of the employee and their management staff.

Virtual work practice which is often referred to as remote work or telecommuting involves employees and teams (Hoch, & Kozlowski, 2014; Irby, 2014; Barber, & Santuzzi, 2015). While virtual work practice may offer a variety of benefits to employees, many challenges are facing virtual work practice. Employees are confronted with poor or unstable network connectivity, conducsive work environment, access to softwares amongs many other factors. The ability to cope with these factors would create the mental compentence required to handle defined bounadaries in the effective virtual practices and work performnace

Virtual teams function differently than face-to-face teams (Schmidt, 2014; Clark, Karau, & Michalisin, 2012; Gera et al., 2013). Virtual work is often complex, with colleagues frequently assigned to more tasks that require proper time allocation. Virtual work practice has resulted in drastic workplace changes, such as role ambiguity and increased autonomy, (Cummings & Haas, 2012; Schmidt, 2014). There is proof of an idea called telepressure, separate from individual or work-related factors, related to lower levels of job satisfaction, burnout, and diminished rest quality (Barber & Santuzzi, 2018). The greater the level of personal responsibility the virtual worker has, the greater the need for virtual employment allowing for work hour flexibility (Galea, Houkes & De Rijk, 2013). According to researchers, this has become a necessity rather than a luxury for many virtual workers (Galea et al., 2013), particularly among workers with responsibilities extending beyond the professional realm especially where this form part of organizational culture.

Several incidents were reported each day that are linked with the oil and gas companies such as oil spills and fire hazards. The majority of the cases have shown that poor communication and weakened management have resulted in huge losses of business and the lives of the workers. For such issues, virtual practices play a significant role in reducing the communication gaps and in introducing effective strategies by the influence of multiple workers. Strategies are made by good decision-making procedures and innovative ideas. These virtual practices and systems help in collaborating with the different other business industries in different regions of the world. These interventions are very helpful in reducing the financial burden and minimizes the physical visits in different areas.

H_{02}: *There is no significant relationship between virtual work practices and environmental conditions among employees in the oil & gas industry in South-South Nigeria.*

2.2 Work Satisfaction

Work satisfaction is defined based on its relationships with other important factors, including general wellbeing, work stress, control at work, homework interface, and working conditions (Tomaževič, Seljak, & Aristovnik 2014). Work satisfaction has been defined and measured as both a global construct and a multi-dimensional dimension (Lund 2003). Work satisfaction is described as a person's emotional state when something pleasant and beneficial has occurred as a result of their job appraisal or work experience. Workers experience a sense of fulfillment as a result of the features that aid and facilitate the achievement of their work's values (Belzunegui-Eraso & Erro-Garcés 2020). One possible determinant that will create innovation as a result of working from home is workers' satisfaction. This is taken as an effort to increase employee work satisfaction while working from home and has a mixed effect on work-life balance, well-being, stress-related outcomes, and satisfaction (Roz 2019; Kim et al. 2019).

Work satisfaction is the degree to which employees like their job, it refers to a subjective evaluation made by employees about their work. Employee's perception of work has a significant impact on their level of work satisfaction (Stankeviciute, & Savaneviciene, 2018). Work satisfaction is essential and cannot be overestimated; Work satisfaction can be referred to as employees' emotional orientations towards their work role, it tends to influence motivation, productivity, and performance (Sisson, & Storey, 2020). Aziri (2011) asserts that the level of work satisfaction is within the range of extreme satisfaction and extreme dissatisfaction. Also, work satisfaction entails beliefs and feelings that employees have about their job.

2.3 Work-Life Balance

Work-life balance is described as achieving a balance between employees' family or personal life and work lives (Jyothi, & Jyothi 2012). The concept of work-life balance is built on the idea that work life and personal life complement each other in presenting perfection in one's life. Furthermore, men and women employ flexible working in various ways, resulting in varied outcomes in terms of well-being and work-life balance (Chung & van der Lippe 2020; López-Igual & Rodríguez-Modroño 2020). Work-life balance can affect employee performance both positively and negatively. Work and personal life imbalance can result in reduced productivity/performance (Konrad & Mangel 2000; Cohen & Liani 2009). The individual will feel stressed when they lack the necessary resources to fulfill both work and family roles.

The previous study shows that work-life balance was positively related to job satisfaction (Jackson & Fransman 2018; Zhang, Moeckel, Moreno, et al., 2020). Virtual work allows the employees to start and finish their workday as and when they want. Virtual work also makes it possible for the employee to work during the most productive time of the day. Flexible work timings are shown to improve employee morale and well-being due to lower risks of fatigue and burnout (Half, 2021). This increased autonomy raises work satisfaction which in turn leads to higher productivity (Rubin et al 2020).

2.4 Environmental Conditions

A healthy work environment promotes work satisfaction and quality of work-life. Virtual work provides the possibility of having a peaceful work environment that aids maximum concentration as compared to physical workplace distractions (Peters, Tijdens, & Wetzels, 2001). The effectiveness of virtual work could be moderated by the way the physical workspace is adapted (Kossek, Lautsch, & Eaton, 2005). Physical workspace is a great symbol that differentiates the office work environment from the homework environment (Fonner & Stache, 2012).

Several components are involved in differentiating work satisfaction from dissatisfaction. These components are not against one another. The absence of work satisfaction isn't dissatisfaction, but the absence of dissatisfaction. Logasakthi, and Rajagopal (2013), contend that employees should have a protected, safe and healthy workplace, considering that work is a central aspect of people's lives. Work satisfaction in a virtual environment is only possible if the employee has an appropriate working place where work can be carried out without any hindrances or distractions.

The home workspace needs key components to ensure work satisfaction is achieved, these components include, adequate infrastructures like a computer, furniture, internet connectivity, workspace ergonomics and background noise, temperature, and lighting. These components influence the overall work satisfaction and if not made available can act as a barrier to virtual work (Morgeson, & Humphrey, 2006).

3. METHODOLOGY

The accessible population is made up of 98 managers from 8 selected Oil and Gas companies in South-South. These managers were selected using purposive and snowballing sampling techniques. Snowballing and purposive sampling are both non-probability sampling techniques. While snowballing sampling technique is a situation where existing study subjects recruit future subjects from among their acquaintances, the purposive sampling technique selects a sample based on characteristics of a population and the objective of the study. Copies of the questionnaire were administered to the respondents via email and personal contacts out of which 89 copies representing 90.8 percent were correctly filled and used for further analyses.

Since this study is primary and quantitative research, the data analysis techniques utilized are frequency and correlation analysis. Firstly, the frequency analysis is conducted for providing the percentage of the variables along with the demographics of the participants. In addition to this, the correlation analysis is conducted to assess the association between virtual practices and work satisfaction levels of employees at Oil & Gas Industry in South Nigeria. These statistical tests are performed using the SPSS software.

Operational Measures of Variables

The independent variable virtual collaboration was studied as a unidimensional construct and measured using a 5-item scale including "We use virtual collaboration to simulate the information transfer; Team diversity such as

nationality, language, or culture becomes even more apparent in virtual work practice". These items were adopted extracted from literature.

The dependent variable is work satisfaction which was measured using a 10-item scale that was carefully selected to reflect the measures (work-life balance and environmental condition). Among the items include "I have a good workspace that enables me to enjoy my work process; Family life/responsibility does not interfere with my performance". The items for team effectiveness were adopted from Parada, (2018) and López-Igual and Rodríguez-Modroño (2020).

4. RESULTS AND DISCUSSIONS

Table 4.1 below shows the descriptive statistics of the correspondents. Gender indicates that there are more male respondents 65 (72.6%) than male respondents 24(27.4%). Marital status shows that 46 (52.2%) of the study respondents are married while 43(47.8%) are single. The age distribution shows that 22 (24.7%) respondents are between the ages of 20 – 35 years, 38 (42.7%) respondents are between 36 – 50 years while 29 (32.6%) respondents are equal to or greater than 51 years of age. Years of experience indicates that most of the respondents have spent between 6-10 years (44.9%) with their organization, followed by respondents who have spent 0 - 5 years 29(32.4%) and lastly those who have worked for 11 years and above 20(22.7%).

Educational qualification distribution shows that 28(31.5%) have obtained B.Sc. or its equivalent as their highest academic qualification, 53(59.3%) have obtained M.Sc. as their highest academic qualification while 8(9.2%) are Ph.D. Holders. Thus, it could be concluded that the study respondents are highly educated. This could be attributed to the high technological adoption.

Table 4.1: Analysis of Demographic Profiles of Respondents

Variable	Item	Frequency	Percent (%)
Gender	Female	24	27.4
	Male	65	72.6
Marital Status	Married	46	52.2
	Single	43	47.8
Age	20 – 35 Years	22	24.7
	36 – 50 Years	38	42.7
	51 Years & Above	29	32.6
Years of experience	0 – 5 Years	29	32.4
	6 – 10 Years	40	44.9
	11 Years & Above	20	22.7
Educational Qualification	HND/B.Sc.	28	31.5
	MSC	53	59.3
	PhD	8	9.2

Source: Field Data, 2021.

4.1 Data Analysis

Spearman's rank-order correlation coefficient was used in testing hypotheses in the study. This was carried out through SPSS 26 software. The decision rule: reject the null hypothesis if the p-value obtained is less than the alpha value of 0.05 and accept the null hypothesis when the p-value is greater than the alpha value (0.05).

Test of Hypothesis one: There is no significant relationship between virtual work practice and work-life balance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792[a]	.627	.623	.63398

a. Predictors: (Constant), Virtual Work Practice

SPSS output, Version 26

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.852	1	58.852	146.421	.000[b]
	Residual	34.968	87	.402		
	Total	93.820	88			

a. Dependent Variable: Work-Life Balance

b. Predictors: (Constant), Virtual Work Practice

SPSS output, Version 26

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.940	.180		10.799	.000
	Virtual Work Practice	.643	.053	.792	12.100	.000

a. Dependent Variable: Work-Life Balance

SPSS output, Version 26

The result shows a strong positive statistically significant relationship between virtual work balance and work-life balance (0.792). This implies that virtual work practice accounts for 63% variation in work-life balance which is a measure of work satisfaction. The Anova table indicates that the regression model significantly predicts the dependent variable. The results reveal that the regression model statistically and significantly predicts the outcome of the variables where P = 0.000 which is less than 0.5. The Coefficient table shows a positive relationship between the variables. The null hypothesis was rejected and the alternative hypotheses were accepted. Thus, there is a significant relationship between virtual work practice and work-life balance.

Test of Hypothesis two: There is no significant relationship between virtual work practice and environmental condition

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889[a]	.790	.788	.64722

a. Predictors: (Constant), Virtual Work Practice

SPSS output, Version 26

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	137.062	1	137.062	327.200	.000[b]
	Residual	36.444	87	.419		
	Total	173.506	88			

a. Dependent Variable: Environmental Condition
b. Predictors: (Constant), Virtual Work Practice

SPSS output, Version 26

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.300	.183		-1.639	.105
	Virtual Work Practice	.981	.054	.889	18.089	.000

a. Dependent Variable: Environmental Condition

SPSS output, Version 26

The result shows a very strong positive statistically significant relationship between virtual work practice and environmental conditions (0.899). This implies that virtual work practice accounts for 79% variation in an environmental condition which is a measure of work satisfaction. The Anova table indicates that the regression model significantly predicts the dependent variable. The results reveal that the regression model statistically and significantly predicts the outcome of the variables where P = 0.000 which is less than 0.5. The Coefficient table shows a positive relationship between the variables. The null hypothesis was rejected and the alternative hypotheses were accepted. Thus, there is a significant relationship between virtual work practice and environmental conditions.

4.2 Discussion of Findings

These findings are in line with the results provided by Olayisade and Awolusi, (2021) where the researcher also found that organizations are connected with multiple departments and institutions to ensure effective performance, thus these organizations have several virtual workplaces aimed at improving organizational services in a better way and providing convenience. It also provides workers to work with more flexibility that can enhance their work satisfaction. Based on these findings, it has been validated by the study of Mohite and Kulkarni (2019), who claimed that within the virtual work practices' context, there is a certain amount of flexibility that is provided to the participants such as their ability to give more time to their family is highly increased and gives them enough time to honor any of their commitments respectively. Moreover, the author's further mention that another element that registers its role in facilitating work satisfaction. This is based on the fact that work experience is regarded to be fairly conducive for the workforce in terms of convenience along with the fact that there is a reduced amount of stress due to the familial environment. These factors are considered to be significant contributory factors in terms of realizing job satisfaction to its respective employees. In addition, as per the views of Miah and Hafit (2019), due to virtual work practices, since the level of communication between peers is not effectively compromised, it is considered to be significant for the workforce as it is found to increase or at least sustain their level of commitment and motivation with the respective company in general and with their job in particular.

In addition, the findings of the analysis are also found to concur with the findings of Chanana (2020), who deduced that since due to virtual work practices there is no compromise in the amount of teamwork between the workforce, there exists no reason for the employees to imbibe any sense of discrepancies with the organization since it is not found to levy any influence on their productivity level at work.

Furthermore, it is stated that due to the provision of virtual work practices, it is observed to reduce the time for the workforce that is usually expended in commuting to the workplace and back respectively. Following on, as per Caranto et al. (2020), since virtual practices are not found to hamper the employee's productivity level and

commitments, therefore there are more instances for the workforce to feel more in tune with their work and are deemed to be in a better position to align themselves with their company's laid goals and objectives.

5. MANAGERIAL IMPLICATION

The findings of this study show that virtual work practice accounts for an increase in work satisfaction, thus, there is a need for employers to pay attention to the structure and nature of their environmental working conditions and work-life balance flows to manage employees effectively. It is obvious that COVID-19 has fundamentally affected work processes, the pandemic has abruptly accelerated the speed of changes associated with working outside of co-located offices. Results from the study demonstrate that virtual work practice affects employee efficiency. High-performing teams will progress admirably, as compared to teams with communication challenges. Employees prefer to work remotely without the need to commute to a physical office even if the COVID-19 pandemic dies down.

Similar findings have also been reported by other researchers where it was also stated that virtual practices are reliant on diverse roles of different organizational functions which comprise marketing, finance, and HR support that deals with both internal as well as external determinants of an organization and its survival. Furthermore, Nigerian organizations develop business strategies that comply with clients' requirements and are geared towards improving workers' effectiveness; virtual work practices aid the actualization of organizational goals, meeting clients' requirements, and improving work satisfaction.

Moreover, in terms of managerial implications, it can be said that irrespective of the trend of more organizations turning virtual, several current firms' leaders are still unaware of the strength, merits, perceptions related to this new structure of the workplace and setting particularly and how it enhances employees work satisfaction. Organizations expecting to have productive and satisfied workers must recognize that their leaders have the most significant role to play in the procedure of establishing virtual work practices. Furthermore, management could utilize the results of this research to improve workers' satisfaction that is critical for the success of the organization. It was indicated that a virtual work environment results in increased employee work satisfaction as compared to a physical work setting.

Virtual work practice allows for more efficient working and better possibilities to communicate effectively, increase work-life balance and work motivation, however it had worsened ergonomics and decreased social interaction. Virtual work practice can be considered as an efficient way of working which has its benefits but also some challenges. Organizations need to have a virtual work practice as remote workplace management is not that different from office workplace management.

6. RECOMMENDATIONS

Thus, the study recommends that organizations should give more attention to virtual work practices by establishing instructions and recommendations to guide it as it would serve as support to employees which can increase their performance level and improve work satisfaction accordingly. Virtual work practices are likely to spread as employees now have to be connected technologically.

The massive, abrupt, and mandatory switch to remote work has led employees to adapt to virtual collaboration, adopting the practice post-pandemic. Organizations need to invest in the development of current and potential employees to build new skills to function effectively in new work settings. Additionally, organizations ought to allow non-task communications among employees as it permits emotional connections and bonding to continue among colleagues. Organizations should adopt and encourage routines that enhance trust while being attentive to the costs of increased monitoring.

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