

Relationship Between Adjustment Levels, Loneliness and Psychological Wellbeing in Working Professionals (MNC'S)

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ABSTRACT

In the fast-paced and culturally diverse environments of multinational corporations (MNCs), employees' social and emotional adjustment is vital for their overall wellbeing. This study explores the relationship between adjustment levels, loneliness, and psychological wellbeing among 120 working professionals aged 25 to 35 from various MNCs. Purposive sampling was used, and participants completed the Weinberger Adjustment Inventory, Ryff's Psychological Well-being Questionnaire, and Revised UCLA Loneliness Scale. Correlation and regression analyses revealed a significant negative correlation ($r = -.68, p < .01$) between adjustment levels and loneliness, and a strong positive correlation ($r = .91, p < .01$) between adjustment levels and psychological wellbeing. These findings underscore the importance of fostering supportive work environments in MNCs to address employee loneliness. Investing in resilience-building programs can greatly enhance psychological wellbeing among employees.

Keywords: *Adjustment Levels, Loneliness, Psychological Well-being, MNC's*

In contemporary business landscapes, there is a discernible shift towards embracing workplace diversity, particularly evident in multinational corporations (MNCs), recognizing its intrinsic importance in our increasingly interconnected global environment. Multinational corporations can be perceived as entities existing either independently within the intricate dynamics of state-to-state relations or as tools serving the foreign policies of the nations where their parent companies originate. Concurrently, the nature of organizational work has evolved into a dynamic, multifaceted realm, characterized by unpredictability. This evolution underscores the imperative for adjusting individuals proficient in navigating the challenges inherent in flexible environments.

The notion of adjustment has been ingrained in human existence since time immemorial. It commences from infancy and persists throughout one's lifetime. Adjustment, as a process, delineates how individuals adapt to themselves and their surroundings. Adjustment stands as a crucial concern for corporate employees working in multinational corporations (MNCs) as they operate in diverse socio-emotional landscapes, where different offices and regions may have distinct social norms, communication styles, and emotional expressions. Adjustment

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involves fostering positive relationships both internally and externally. Crow and Crow (1956) viewed, "An individual's adjustment is adequate, wholesome or healthful to the extent that he has established harmonious relationship between himself and the conditions situations and persons who comprise his physical and social environment."

While diversity is celebrated for its potential to enrich perspectives and drive innovation, it can also present challenges in social and emotional adjustment among employees. Social and emotional adjustment plays a crucial role in not only surviving but thriving within multinational corporations (MNCs). Social and emotional adjustment is often considered synonymous with MNCs' employees. Social adjustment refers to the process by which individuals adapt their behaviour, attitudes, and interactions to fit into various social contexts and environments. It involves navigating social norms, expectations, and relationships in order to establish harmonious and mutually beneficial interactions with others. Beyond merely fitting into various social contexts, social adjustment in MNCs entails navigating the complexities of cross-cultural communication, understanding diverse perspectives, and effectively collaborating with colleagues from different backgrounds.

Emotional adjustment for MNC employees is indispensable in their ability to effectively navigate the multifaceted challenges inherent in multinational corporate environments. It refers to their capacity to regulate emotions, manage stress, and adapt to various professional and personal pressures encountered within globalized business settings. With the fast-paced nature of MNCs, employees often face high levels of stress and uncertainty, making emotional resilience crucial for maintaining well-being and preventing burnout. The ability to maintain emotional balance despite internal and external pressures is integral to emotional adjustment. Employees possessing strong emotional competencies effectively manage workplace stress. Their adept handling of emotions in interactions with colleagues significantly enhances job satisfaction and performance while promoting better adjustment. (Balakrishnan & Raju, 2015).

Employees utilize communication to share experiences, foster a sense of belonging within their organization, and engage in the interconnected social dynamics of their workplace. When individuals experience communication challenges, such as failing to sustain or enhance social connections, it can result in feelings of loneliness.

According to Silman and Dogan (2013), loneliness experienced in the workplace diverges from individual loneliness. It is not solely contingent on the number of social relationships an individual maintains, but rather on the quality and depth of those interpersonal connections. Loneliness at work is viewed through two lenses: social relationships and emotional deficiency (Wright et al., 2006).

The connection between workplace loneliness and psychological well-being is intricate, exerting significant influence on organizational dynamics. The psychological well-being of employees carries substantial importance, affecting not only their work lives but also extending to other aspects of personal welfare. Studies indicate that employee health and well-being are crucial determinants of organizational effectiveness and productivity (Bakker et al., 2019; Turban & Yan, 2016). According to the World Health Organization (WHO), defines psychological wellbeing as "a state of mind in which an individual is able to develop their potential, work productively, and creatively, and is able to cope with the normal stresses of life" (WHO, 2021). A recent survey titled 'Mental Health and Wellness Quotient

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Workplace 2023' revealed that approximately 48% of corporate workers are dealing with mental health challenges.

Research has demonstrated a positive association between employee well-being and job performance. When employees enjoy psychological well-being, they are often more productive, efficient, and engaged in their work. Moreover, psychologically healthy employees tend to demonstrate Organizational Citizenship Behaviour, such as assisting colleagues, volunteering for extra tasks, and fostering a positive work environment (Kundli et al., 2021).

It's vital to grasp the interplay between adjustment levels, loneliness, and psychological well-being among corporate workers. Social and emotional adjustment significantly influences loneliness, while loneliness, in turn, impacts psychological well-being. Employees grappling with adjustment issues may face hurdles in task completion, collaboration, and maintaining positivity, which can affect their job performance. Loneliness exacerbates these challenges, leading to decreased engagement and negative mental health outcomes. Feelings of loneliness or emotional distress among employees can lead to decreased job satisfaction and increased turnover, which can incur substantial costs for companies in terms of recruitment, training, and lost expertise. Loneliness and poor psychological well-being have been associated with heightened levels of stress, anxiety, and depression, which can not only detrimentally affect individual employees but also permeate throughout the organizational climate. Prioritizing employee psychological well-being is paramount for fostering job satisfaction and organizational success. Creating an environment that promotes social connections, emotional resilience, and psychological well-being is essential for safeguarding employee health and reducing healthcare costs for both employees and employers alike.

REVIEW OF LITERATURE

Verma (2013) aimed to investigate the impact of emotional intelligence (EI) on the emotional adjustment of Indian IT professionals. The study was conducted across five major IT hubs in India: Noida, Delhi, Gurgaon, Pune, and Bangalore. Using a structured questionnaire developed based on Daniel Goleman's EI competencies, the researcher surveyed 414 software engineers from these cities. Statistical methods such as frequencies, percentages, mean scores, correlation, and regression were employed for analysis. The findings indicated a notable positive association between EI levels and emotional adjustment among software engineers in the Indian IT sector, where technical skills often overshadow soft skills.

Sarkar and Suresh (2013), aimed to explore how emotional work influences employees' psychological wellbeing. The study involved 346 county employees, it was found that positive emotions, interactional control, and sensitivity in emotional work are positively related to psychological wellbeing, while negative emotions and emotional dissonance are negatively associated. Emotional work emerges as the strongest predictor of psychological wellbeing. This underscores the significance of psychological wellbeing for organizational development.

Ayazlar and Güzel (2014), aims to examine the effect of loneliness in the workplace on employees' organizational commitment in five-star hotels in the Didim district. A total of 156 questionnaires were collected for analysis. The results of correlation and regression

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analyses showed that feeling lonely at work had a negative impact on organizational commitment. When examining the dimensions of both concepts, it was found that only social companionship negatively influenced affective and continuance commitment. However, the effect of emotional deprivation at work on organizational commitment and affective and continuance commitment was not significant.

Bhat and Beri (2016) aimed to assess gender-based differences in social adjustment and job performance among college teachers and to explore the impact of social adjustment on job performance. The study involved 108 college teachers from both public and private institutions. Findings indicated no significant gender differences in social adjustment and job performance. Additionally, a significant positive relationship was observed between social adjustment and job performance, with social adjustment being a significant predictor of job performance.

Objectives

- To examine the relationship between social and emotional adjustment levels and loneliness among working professionals (MNC's)
- To examine the relationship between social and emotional adjustment levels and psychological wellbeing among working professionals (MNC's)

Hypotheses

- There will be a negative correlation between social and emotional adjustment levels and loneliness among working professionals (MNC's)
- There will be a positive correlation between social and emotional adjustment levels and psychological wellbeing among working professionals (MNC's)

METHODOLOGY

Research Design

The researcher has adopted correlational design, which aims to investigate the relationships between adjustment levels, loneliness, and psychological well-being in employed individuals. The main goal is to determine the extent and nature of the connections among these variables.

Participants

The study enlisted 120 employed individuals, consisting of 59 males and 61 females, drawn from various multinational corporations using purposive sampling methodology. The participants' ages ranged from 25 to 35 years.

Tools Used

- **Weinberger Adjustment Inventory:** The Weinberger Adjustment Inventory, developed by Weinberger & Schwartz, 1990. A shorter version of this inventory, known as the WAI-Short Form (WAI-SF), is a tool for gauging social and emotional adjustment, with 84 items condensed into 37 for efficiency. It assesses impulse control, aggression suppression, consideration of others, and temperance. Part 1 features Likert scale responses, while Part 2 uses frequency ratings. Reliability ranges from .86 to .89, indicating strong internal consistency.
- **Revised UCLA Loneliness Scale:** The Revised UCLA Loneliness Scale, developed by Russell, Peplau, and Cutrona in 1980, evaluates an individual's feelings of

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loneliness and social disconnection. This updated version reverses the scoring for 9 out of 20 items to ensure accuracy. It can be used across different age groups and has demonstrated excellent reliability and validity. Responses are rated on a Likert scale, with higher scores indicating greater loneliness. The scale ranges from 20 to 80, with categorizations for low, moderate, moderately high, and high levels of loneliness based on total scores. The scale demonstrates excellent internal consistency, with a coefficient α ranging from .89 to .94 and test-retest reliability over a 1-year period ($r = .73$). Convergent validity for the scale was indicated by significant correlations with other measures of loneliness.

- **Ryff's Psychological Well-being Scale:** The assessment of psychological well-being utilized Ryff's Psychological Well-being Scale (Ryff & Keyes, 1995), which demonstrated strong reliability with a test-retest coefficient of 0.82. The subscales measuring Self-acceptance, Positive Relations with Others, Autonomy, Environmental Mastery, Purpose in Life, and Personal Growth exhibited robust internal consistency, with coefficients ranging from 0.70 to 0.78, all statistically significant at $p < 0.001$.

Statistical Technique

To test the hypotheses, Pearson's Product Moment correlation and regression analysis had been employed.

RESULTS & FINDING

Table 1 Mean, Standard Deviation and Intercorrelation of Study Variables

Variables	<i>n</i>	<i>M</i>	<i>SD</i>	1	2	3
1. Social and Emotional adjustment	120	97.51	19.80	--		
2. Loneliness	120	45.57	6.68	-.68**	--	
3. Psychological wellbeing	120	83.00	17.65	.91**	-.62**	--

Note. *M*=Mean, *SD*=Standard Deviation, ** $p < .01$.

In order to determine the relationships among variables in the research, Pearson correlation analysis was carried out, and the results are shown in Table 1. As per the results, there is a significant correlation in the negative direction between social and emotional adjustment levels and loneliness. The correlation coefficient was found to be ($r = -.68, p < .01$), this result is, highly statistically significant, indicating a moderate to strong negative correlation between social and emotional adjustment levels and loneliness. The correlation analysis supported the hypothesis 1 that there is a negative relationship between social and emotional adjustment levels and loneliness among working professionals (MNC's). This result suggests that higher the levels of social and emotional adjustment levels, lower the loneliness and vice versa.

It further shows that, there is a significant positive correlation between social and emotional adjustment levels and psychological wellbeing. The correlation coefficient was found to be ($r = .91, p < .01$), this result is, highly statistically significant, indicating a very strong positive linear relationship between social and emotional adjustment and psychological wellbeing. The correlation analysis supported the hypothesis 2 that there is a positive relationship between social and emotional adjustment levels and psychological wellbeing among

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working professionals (MNC's). This result suggests that higher the levels of social and emotional adjustment levels, higher the psychological wellbeing.

Table 2 Linear Regression Analysis for Social and Emotional Adjustment Predict Loneliness among Working Professionals (MNC's).

Variable	B	SE	β	t	p
Constant	67.77	2.28		29.70	<0.001
Social and Emotional Adjustment	-.23	0.23	-.68	-9.93	<0.001

Note,. Constant=Loneliness, $R^2 = .46$, B=Unstandardized Coefficient, SE=Standard Error, β =Standardized Coefficient, t=T-value, p=Significance Level

Table 2 shows the impact of Social and Emotional adjustment levels on Loneliness among working professionals (MNC's). With a sample size of 120, the model demonstrates a high degree of significance ($F(1, 118) = F\text{-value}$, $p < .001$), explaining approximately 46% of the variance in the dependent variable. The intercept, representing the expected value of Loneliness when Social and Emotional Adjustment is zero, is estimated to be 67.77 (SE = 2.28, $t = 29.70$, $p < .001$). Notably, Social and Emotional Adjustment emerges as a statistically significant predictor of Loneliness, exhibiting a negative association ($B = -0.23$, $SE = 0.23$, $\beta = -0.68$, $t = -9.93$, $p < .001$). This indicates that for each unit increase in Social and Emotional Adjustment, there is an expected decrease of approximately 0.23 units in Loneliness, after accounting for other variables. The standardized coefficient ($\beta = -0.68$) underscores the substantial impact of Social and Emotional Adjustment on Loneliness, explaining a moderate to high proportion of its variability.

Table 3 Linear Regression Analysis for Social and Emotional Adjustment Predict Psychological wellbeing among Working Professionals (MNC's).

Variable	B	SE	β	t	p
Constant	3.80	3.36		1.13	.261
Social and Emotional Adjustment	.81	.03	.91	24.04	<0.001

Note,. Constant=Psychological wellbeing, $R^2 = .83$, B=Unstandardized Coefficient, SE=Standard Error, β =Standardized Coefficient, t=T-value, p=Significance Level

Table 3 illustrates how Social and Emotional adjustment levels influence Psychological Well-being among working professionals in multinational corporations (MNCs). The constant term in the analysis signifies the predicted value of Psychological Well-being when

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Social and Emotional adjustment scores are at zero, indicating a value of 3.80. This suggests that even with no adjustment, the expected Psychological Well-being score is 3.80. The coefficient (B) for Social and Emotional adjustment indicates the change in the predicted Psychological Well-being score with a one-unit change in adjustment scores, with a value of 0.81. This implies that for each unit increase in Social and Emotional Adjustment, Psychological Well-being is anticipated to increase by 0.81 units. The standardized coefficient, at 0.91, depicts the strength and direction of the relationship between the predictor and the outcome variable, considering the scales of both variables. A coefficient of 0.91 suggests a robust positive relationship. The standard error, at 0.03, gauges the variability or uncertainty in the coefficient estimates. For Social and Emotional adjustment, the t-value of 24.04 indicates high statistical significance ($p < 0.001$), implying a strong impact on Psychological Well-being.

DISCUSSION

This study investigates the relationship between adjustment levels, loneliness, and psychological well-being among working professionals in multinational corporations (MNCs). The findings reveal significant correlations between social and emotional adjustment levels and both loneliness and psychological well-being. The study confirms the hypothesized negative correlation between social and emotional adjustment levels and loneliness among working professionals in MNCs. This suggests that the ability to effectively navigate social conventions, cultural differences, and emotional challenges within the context of MNCs is crucial in mitigating feelings of isolation and fostering positive interpersonal connections. The study's robust data and regression analysis strengthen this association, indicating that social and emotional adjustment predicts a substantial variance in loneliness among working professionals. Consistent with expectations, the study demonstrates a positive correlation between social and emotional adjustment levels and psychological well-being among working professionals in MNCs. Individuals with heightened levels of social and emotional adjustment are more likely to report greater psychological well-being, characterized by a sense of fulfilment, satisfaction, and purpose in their professional roles. The study's regression analysis further elucidates this relationship, indicating that social and emotional adjustment predicts a substantial variance in psychological well-being among MNC employees.

Expanding upon these findings, it becomes evident that effective navigation of social dynamics, cultural diversity, and emotional challenges within MNCs is not only essential for mitigating loneliness but also for fostering a conducive environment for psychological flourishing. The ability to seamlessly adapt to varying social contexts and regulate emotional responses emerges as key factors in promoting overall well-being among MNC professionals. Moreover, beyond statistical associations, these results underscore the practical implications for organizational practices within MNCs. By prioritizing initiatives aimed at enhancing social and emotional adjustment among employees, organizations can cultivate a supportive work environment conducive to improved well-being and performance.

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Conflict of Interest

The author(s) declared no conflict of interest.

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