

COMPUTER-MEDIATED COMMUNICATION AND PERFORMANCE OF TELECOMMUNICATION COMPANIES IN RIVERS STATE, NIGERIA.

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ABSTRACT

Communication in today's organization plays an important role in overall organizational performance. This study investigated the extent to which computer-mediated communication has allowed individuals to interact through electronics rather than face-to-face. Every organization wants to improve its efficiency in order to survive and complete favorably. This study examined the relationship between computer-mediated communication and organizational performance. The objective of this study was to examine how dimensions of computer-mediated communication such as social media usage, cloud computing usage, and virtual meeting influence the measures of organizational performance. Research questions were raised and three (3) hypotheses were employed for the study. The study adopted a cross-sectional survey research design. The study population comprised nine hundred and six (906) staff of the four (4) quoted telecommunication companies, Rivers State chapter, Nigeria; and the sample size for the study was two hundred and seventy seven (277) employees of the telecommunication companies which was determined using the Taro Yamane formula. Primary and secondary data was collected from participants with the help of a structured, pretested questionnaire. Quantitative data was analyzed using descriptive and inferential statistical method using Statistical Package for Social Sciences (SPSS) computer software version 23.0 and presented in textual forms and tables. Spearman's Rank Order Correlation Coefficient was computed to test the hypotheses. Findings reveal that if computer-mediated communication tools are adopted and embraced in the organization it will enhance performance. The study concluded that computer-mediated communication positively performance of telecommunication companies in Rivers State. Consequently, the study recommended that management should invest resources more on computer-mediated communication tools such as social media platform usage, cloud computing usage and virtual meeting in order to compete favorably with its rivals and remain relevant in the green environment today. The study contributed to knowledge by providing a better understanding of the dynamics of computer-mediated communication that drives telecommunication firms. Further research should examine the relationship between computer-mediated communication and organizational performance in another geographical location.

Keywords: Computer-Mediated Communication, Social Media Platform Usage, Cloud Computing Usage, Virtual Meeting, and Organizational Performance.

INTRODUCTION

Firm performance has continuously attracted scholars and experts' attention, especially scholars in the area of management and operations/production management. It is seen as a means through which the growth and profitability of the firm is achieved (Gavrea, et al., 2011). In today's business organizations, performance cannot be overlooked because it is the benchmark on which organizations measure their level of competitiveness in comparison to their contemporaries (Olusanya, et al., 2012).

Computer-mediated communication is a key factor in the success of 21st century business organizations, as noted by Culnan, et al. (2010), computer-mediated communication has the prospect of enhancing the value of business organizations by supporting the formation of computer-based customer circles that can encourage product branding, greater sales, better customer experience, and lead to a new product development.

According to Lam et al., (2016), organizations' computer-mediated communication usage might speed up information dissemination and knowledge acquisition and distribution within and outside the organization, it also enhances the relationship with customers, suppliers, and improve other external collaborations. Computer Mediated Communication is (CMC) "Communication that takes place between human being via the instrumentality of computer "(Ashley, 2012).

Global economic processes have generated the need for organizational information including improved communication, flexibility, innovation and organizational performance. Organizational performance simply a measure to assess the efficiency and effectiveness of an organization that pursues its goal (Al-Ti, 2016). This work measures organizational performance in terms of strategic market performance and productivity performance.

Strategic market performance is the subjective measure of how well organizations can use sets of determinations that guides or directs the managers such as customer satisfaction, customer retention and brand awareness to reach their desired goal (Lages, 2000). Productivity performance can be seen as a measure of performance that encompasses both service delivery and service quality.

The importance of computer-mediated communication in influencing strategic market performance and productivity performance cannot be overemphasized. Research has demonstrated that innovations at workplace can improve customer satisfaction, customer retention, brand awareness, service delivery and service quality. Computer-mediated communication in the recent years has consistently placed on high as an important tool for boosting organizational performance. This is why companies pay more attention on the relevance computer-mediated communication tools in the organization which includes social media platform usage, cloud computing and virtual meeting. It is noteworthy to emphasize that one of the most impeding forces to customer satisfaction in organizations is the absence of effective communication tool. According to Caruso (2016) using social media platform to track the activities of competitors and analyzing the result to use in business helps to upgrade business plans which in turns leads to higher performance. The research by Armbrust et al. (2010) shows that another communication tool that influences organizational performance is cloud computing which improves organizational security level compared to premise-based electronic storage system. Again, virtual meeting makes the organization less vulnerable to unexpected events or catastrophes, thereby keeping up business continuity.

Many studies have been conducted within and outside Nigeria on computer-mediated communication, workplace virtualization, and e-communication in different services, banking sector, tourism and hospitality industry, education sectors etc. Sampson (2013) in a study "Information and communication technology and administrative effectiveness of Nigerian Universities" found that for organizations to boost their administrative effectiveness information and communication technology must be embraced. Shahzad et al. (2012) examines the role of "organizational culture on organizational performance" findings reveal that managers with effective organizational culture may improve performance in the organization, as this is as a result of employees sharing the organization's value.

Related, previous studies have considered computer-mediated communication on work productivity in Trinidad and Tabago; impact of computer-mediated communication on productivity and efficiency in organizations: A case study of electrical company, assessing the impact of information technology on employee job performance in the banking industry. However, none of these studies showed how computer-mediated communication relates with organizational performance in telecommunication companies in Nigeria. This is the knowledge gap, which this study seeks to fill. This gives credence to this study.

Statement of Problem

The increasing broad range of computer-mediated communication and globalization has made it possible to connect with people across the globe. This technology has also made it possible for businesses to communicate on an intercontinental level. In spite of this, the pace at which many telecommunication organizations in Rivers State are going, computer-mediated in communication still appears to be very low (Odu, 2019; Opara and Odu, 2020). Irrespective of organizations to be littered with gadgets, only few organizations have been able to carry out their communication via computer-mediated (Odu, 2019; Opara and Odu, 2020). This may be due to poor awareness on off-premise based communication.

Despite the strategic role of the telecommunication sector in economic development, it has failed to achieve its full potential (Sylva & Akpan, 2016). Oyedijo (2012) observed that though the telecommunication firms have introduced a lot of improvement through innovative services such as electronic transfer of airtime and data, and other internet-based services. Some of the firms are still found to have information dissemination, service and product awareness, and poor service quality. Customers still complain about the number of drop calls, unsolicited messages, poor attitude of customer service personnel, network congestion and interruptions during calls (Sylva & Akpan, 2016). These deficiencies have led to the fluctuating performance of the sector. Although usage of computer-mediated communication tool such as social media platform to connect with customers seems inevitable, scholars and practitioners have continued to question the viability of computer mediated communication investments and its influence on firm performance in terms of leading to increasing the market strategy, productivity and profitability.

Aim and Objectives of the Study

Sequel to the statement of our research problem, the focal point of this study was to investigate the relationship that exists between computer-mediated communication and organizational performance in telecommunication companies in Rivers State. In line with the conceptual framework specifically, the objectives was to:

- 1) Examine the relationship between social media usage and organizational performance of telecommunication companies in Rivers State.
- 2) Examine the relationship between cloud computing and organizational performance of telecommunication companies in Rivers State.
- 3) Examine the relationship between virtual meeting and organizational performance of telecommunication companies in Rivers State.

1.5 Research Questions

In order to deeply understand the objective of the study, the following research questions were examined:

- 1) What is the relationship between social media usage and organizational performance of telecommunication companies in Rivers State?
- 2) What is the relationship between cloud computing usage and organizational performance of telecommunication companies in Rivers State?
- 3) What is the relationship between virtual meeting and organisational performance of telecommunication companies in Rivers State?

1.6 Hypotheses

The following null hypotheses was tested at 0.05 level of significance in the study:

Ho₁: Social media usage does not significantly relate to performance in the telecommunication companies in Rivers State.

Ho₂: Cloud computing usage does not significantly relate to performance in the telecommunication companies in Rivers State.

Ho₃: Virtual meeting usage does not significantly relate to performance in the telecommunication companies in Rivers State.

Literature Review

Concept of Computer-Mediated Communication (CMC)

Computer-mediated communication (CMC) is a generic term now commonly used for a variety of systems that enables people to communicate with other people by means of computers and networks. A working definition of computer-mediated communication is "communication between different parties separated in space and/time, mediated by interconnected computers (Kaplan & Haenlein, 2010). Computer-mediated communication is a communication that takes place between human beings via the instrumentality of computers. CMC has the ability to gather information and connect on an intercontinental level, a concept more specifically referred to as globalization.

Socio Media Platform Usage

Social media is a platform that facilitated information sharing and participation from users of the media in order to create and/or distribute the content (Steenkamp & Hyde-Clarke, 2014). Likewise, Kaplan and Haenlein (2010) define social media as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and allow the creation and exchange of User Generated Content". They separated social media into different categories such as social networking sites (e.g. Facebook, Google+), microblogs (e.g. Twitter, Instagram), collaborative project (including Wikipedia), content communities (such as, YouTube), virtual games worlds (including World of Warcraft), virtual social worlds (e.g. Second Life).

Likewise, Culnan, et al., (2010) propose that social media provides organizations with several business opportunities by helping them to build internet based customer communities through sales is enhanced, customer service satisfaction is guaranteed, and innovative ways of developing a new product are generated, all these add up to develop and sustain the brand. To leverage the numerous opportunities inherent in the usage of social media, telecommunication firms are now vigorously adopting social media platforms (such as Facebook, Twitter, and WhatsApp) in relating with actual and potential customers (Ling, 2013). Currently, almost all the telecommunication firms in the country have a Facebook page. For example MTN Nigeria has over 4 million followers/likes, while GLO has over 1.3 million likes to its Facebook page.

According to Parveen et al., (2015) there are several social media usages. These include "Information sharing and search, branding and advertising, conducting market research, reaching new customers, getting referrals, developing customer relations, communicating with customers, customer service activities and receiving customer feedback". However, two of these initiatives which ranked highest on the reason of using social media was adopted as social media initiatives for this study. These are; the usage of social media for advertising and promotion, and for customer service activities.

Cloud Computing Usage

The term "cloud" is derived from the idea where users are able to access applications from anywhere in the world on demand. Cloud is a shared resource that is extremely effective because it is not only shared by large number of users, but also can be dynamically accessed depending on the demand (Wikipedia, 2015). Cloud computing is internet based where shared resources; software and information are provided to computers and other devices on-demand.

Generally, cloud computing is the combination of traditional computing methods and networking technologies such as distributed computing, parallel computing, utility computing, network storage technologies, virtualization, load balance, high available etc. (U. S. Department of Commerce, 2011). Cloud computing is a general term used to describe a new class of network based computing that takes place over the internet. Cloud computing is basically a step on from utility computing. It is a collection/group of integrated and networked hardware, software and internet infrastructure (called a platform), using the internet for communication and transport provides hardware, software and networking services to clients.

The benefit of this is that these platforms hide complexity and details of the underlying infrastructure from users and applications by providing very simple graphical interface or API (Applications Programming Interface). The cloud is used as a storage location and database can be accessed and computed from anywhere. The large number of web application makes the use of distributed storage solution in order to scale up.

Virtual Meeting

Virtual meeting refers to the use of internet-mediated technologies in holding workplace meetings, presentation, content sharing, chats and multiple participants' calls in real time with participants in dispersed geographical location. Bunekemeifa (2019) describe virtual meeting as a system that enables people to meet and have real time interactions virtually involving features such as audio and video, chat tools and application sharing. Instead of sponsoring managers and representatives from different branches or regions, digital organization procure virtual conferencing services. With a functional transmission control protocol//internet protocol connections, participants can connect to conference using personal computer system, telephone, and/or computer's speaker and microphone (Rouse, 2020).

Zoom, skype, Google meet, slack, Google Hangout are examples of virtual platforms organizations are leveraging on today.

The word 'virtual' simply refers to existing or occurring on computers or on the internet. Virtual meeting is a meeting conducted over the internet entirely through computers and/or other electronic means and with no physical convergence of parties. As the world becomes more interconnected by virtue of the internet, meetings and other activities take place increasingly in this virtual space. Virtual workplace creates connections and removes barriers between people, information, and processes. When the barriers are broken, workers do their jobs more effectively and efficiently, and make the business more agile and competitive (Iglou, 2017).

Concept of Organizational Performance

Performance according to (Armstrong & Taylor, 2014) is the result of three determinants: 1) knowledge of facts and facts (called declarative knowledge); 2) Knowledge of how everything is done and skills to do it (Called procedural knowledge and skills), and 3) Motivation to act, to spend effort and to survive (called motivation). For this reason, knowledge plays an important role in organizational performance. Besides, according to (Anggadiota & Mustafid (2014), several factors affect the organizations performance, namely entrepreneurship, human resource competence, innovation, and sustainability. The result is expected to contribute to organization to maintain and improve their performance. The opinion illustrates that knowledge which is part of human resource competence plays an important role in achieving company performance. "The success of a company is more directed at it's ability related to knowledge and learning than it's physical assets." (Torabi et al., 2016). Therefore, people will hope that for companies to successful, they must exploit methodically their knowledge assets (Bolisani & Bratianu, 2017).

Diffusion of Innovation Theory by Roger (1962)

Diffusion of innovation theory is a theory developed by Rogers in 1962. Rogers' Diffusion of innovation theory explains the processes involved in the adoption of innovations such as new technologies, techniques and procedures and as well as the resultant effects of such steps on organizational processes (Rogers's 1962 in Ikemefuna, 2016; Ahiauzu & Soyte, 2016).

The diffusion of innovation theory assumes that:

- i. In a social system, there will always be a disparity in the level and time at which individuals in a given system adopt new ideas, techniques and technology.
- ii. Individuals and arms of institutions that adopt innovation early will naturally outperform late adopters and laggards (Rogers' 1962 as cited in Ayodele, 2012; Onigbinde and Ojo, 2016).

Thus, the theory was succinctly adopted as the theoretical underpinning of this study because it is related to the predictor variable of the study (Computer-mediated communication).

The theory predicts that organizations that adopt innovations such as information technologies on time will experience better organizational performance than those who stick to traditional systems of operations.

Goal Setting Theory of Motivation by Edwin (1960)

Goal setting of motivation is a theory developed by Edwin in 1960. It is a theory concerned with how employees are motivated by clear, well defined goals.

The goal setting theory of motivation assumes that:

- i. Goals should be realistic and challenging, this gives an individual a feeling of pride and triumph when he attain them, set him up for attainment of the next goal. The more challenging the goal, the greater is the reward generally and the more is the passion for achieving it.
- ii. Goals should be specific and clear as this lead to greater output and better performance. Unambiguous measurable and clear goals accompanied by a deadline for completion avoids misunderstanding (Edwin, 1960 as cited in Lunenburg, 2011).

This theory was succinctly adopted also as the theoretical underpinning of this study because it is related to the criterion variable (Organizational performance). The theory predicts that firms that are specific and clear in their goals tend to be more efficient than those that do not. This theory simply means that organizations that are specific and clear in their goals tends to naturally experience higher output and higher performance.

Empirical Review

In a study by Bob and Sooknanan (2014) on "the impact of computer mediated communication (CMC) on productivity and efficiency in organizations: A case study of an electrical company in Trinidad and Tobago. The study adopted a cross sectional survey design. In their study it was revealed CMC enhanced their overall productivity and efficiency. However, while the findings revealed that the introduction of CMC increased its use as a whole, it impacted negatively on interpersonal relationship among respondents.

In a study conducted by Matthew and Wali (2021) on "Workplace virtual meetings in Nigeria: Issues, challenges and prospects". Using a qualitative survey method. Findings indicates that practice of holding formal meetings using online platform and social media platforms rather than gathering in a given geographical location as the transition from the conventional to virtual method signals a positive improvement for organizations.

In a study conducted by Opara-Martins (2021) on "Assessing the impact of information technology on employee job performance in the banking industry". The study employed survey of literature and qualitative content analysis and findings reveal that technology innovation has influenced customers satisfactions. ICT has increased bank return on equity and profitability.

Research Design

This study adopted the cross- sectional survey method in its assessment of the relationship between computer-communication and organizational performance. The design is suitable for this study because an independent variable causes change in a dependent variable. The design is also concerned with the descriptions of phenomena or characteristics such as who, what, when, where of a subject population. In addition, the cross-sectional survey adopted is suitable because variables are outside the control and manipulation of the researcher.

Population of the Study

The population of the study is made up of nine hundred and six (906) staff (middle level managers, and team leaders) across the four (4) telecommunication companies in Rivers State. Below is the population distribution table.

Table 1: Population Distribution

S/N	Target Audience	Number	Percentage (%)
1.	MTN	294	32
2.	AIRTEL	235	26
3.	GLOBACOM	186	21
4.	9-Mobile	188	21
	Total	906	100

Source: HR Departments of the Firms (Field Work)

Sample/Sampling Technique

Considering the size of the population distribution, a sample size of 277 was determined from the total population using the Taro Yamane's formula. In terms of respondents, staff such as middle level managers, and team leaders were selected to elicit response on behalf of their companies.

Validity of Instrument

The study adopted face and content validity. The instrument was given to four lecturers in the Department of Office and Information Management, Ignatius Ajuru University of Education, for vetting. Their comments served as a guide in making necessary corrections on the instrument. However, after effecting the corrections, the instrument was submitted back and confirmed to be valid.

Reliability of Instrument

The reliability of the instrument was determined using test-retest. In doing this, the questionnaire (Computer-Mediated Communication and Organizational Performance Questionnaire CMCOP) was administered to 40 respondents outside the study area. After a period of two weeks, the questionnaire was re-administered to the same set of respondents. The data collected on the two tests was correlated using Cronbach Alpha Technique. Ahiauzu and Asawo, (2016), have also reiterated that Cronbach Alpha is a good reliability coefficient that indicates how well items in a questionnaire set are positively correlated to one another. A Cronbach Alpha reliability coefficient was used to measure the extent to which the instrument is reliable. The result indicates that all the variables of the study have reliability coefficients that are above the recommended threshold of 0.70. This was facilitated with the use of Statistical Package for Social Science (SPSS) version 23.0 as depicted below.

Table 2 Reliability of Coefficients

Variables	Construct	No. of Items	Alpha (á)
Computer-Mediated Communication	Social Media Usage	5	0.754
	Cloud Computing Usage	5	0.798
	Virtual Meeting	5	0.776
Organizational Performance		5	0.811

Source: SPSS Output version 23.0

Administration of Instrument

A total of two hundred and seventy seven (277) copies of questionnaire were administered to the respondents by hand with the help of research assistants in their respective organizations within the target organizations out of which two hundred and seventy three (273) was successfully retrieved. The research assistants were briefed on what they were expected to do before proceeding to administer the questionnaire to the various telecommunication firms adopted for this study. Method of "drop and pick later" was used. This exercise was designated for three weeks.

Methods of Data Analysis

Data analysis is an application of reasoning to understand, clear and interpret the data or information that has been collected through the questionnaire (Zikmund, 2003). Therefore the data collected from staff (middle level managers and team leaders) of telecommunication companies was analyzed with the aid of the Statistical Package for Social Sciences (SPSS version 23.0). Statistical tools like tables, bar chart and pie chart was used to present the data from the SPSS results. Spearman's rank correlation coefficient was used to test the null hypotheses while partial correlation was used to ascertain the interaction of the moderating variables.

If the statistical analysis shows that the significance level is below the cut-off that is set (which is 0.05), the null hypotheses will be rejected and alternate hypotheses accepted. Alternatively, if the significance level is above the cut-off value, the null hypotheses is accepted.

Table 3: Summary of Spearman's rho on the relationship between social media platform usage and performance in the telecommunication companies in Rivers State.

		Correlations		
Variables			Social Media Usage	Organizational Performance
Spearman's rho	Social Media Usage	Correlation	1.000	.361
		Coefficient		
		Sig. (2-tailed)	.	.002
		N	273	273
	Organizational Performance	Correlation	.361	1.000
		Coefficient		
Sig. (2-tailed)		.002	.	
	N	273	273	

Correlation is significant at the 0.05 level (2-tailed).

The result on table 3 showed the Summary of Spearman's rho on the relationship between social media usage and performance in the telecommunication companies in Rivers State. It shows that the social media usage **has a positive and strong relationship with** performance in the telecommunication companies in Rivers State (r=.361). The p-value of .002 shows that Social media usage does significantly relate to performance in the telecommunication companies in Rivers State (r=.361, p<.05). The null hypothesis one was rejected at 0.05 alpha level.

H₀₂: Cloud computing usage does not significantly relate to performance in the telecommunication companies in Rivers State.

Table 4 : Summary of Spearman's rho on the relationship between cloud computing and performance in the telecommunication companies in Rivers State.

			Correlations	
Variables			Cloud Computing Usage	Organizational Performance
Spearman's rho	Cloud Computing Usage	Correlation Coefficient	1.000	.659**
		Sig. (2-tailed)	.	.000
		N	273	273
	Organizational Performance	Correlation Coefficient	.659**	1.000
		Sig. (2-tailed)	.000	.
		N	273	273

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

The result on table 4 showed the summary of Spearman's rho on the relationship between **cloud computing usage and** strategic market performance in the telecommunication companies in Rivers State. It shows that the cloud computing usage **has a positive and strong relationship with** strategic market performance in the telecommunication companies in Rivers State (r=.659). The p-value of .000 shows that cloud computing usage does relate to strategic market performance in the telecommunication companies in Rivers State (r=.659, p<.05). The null hypothesis three was rejected at 0.05 alpha level.

H₀₃: Virtual meeting does not significantly relate with organizational performance in the telecommunication companies in Rivers State.

Table 5 : Summary of Spearman's rho on the relationship between Virtual meeting and performance in the telecommunication companies in Rivers State .

			Correlations	
Variables			Virtual Meeting	Organizational Performance
Spearman's rho	Virtual Meeting usage	Correlation Coefficient	1.000	.196**
		Sig. (2-tailed)	.	.001
		N	273	273
	Organizational Performance	Correlation Coefficient	.196**	1.000
		Sig. (2-tailed)	.001	.
		N	273	273

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

The result on table 4.5 showed the summary of Spearman's rho on the relationship between **virtual meeting and** strategic market performance in the telecommunication companies in Rivers State. It shows that the virtual meeting usage **has a positive and strong relationship with** strategic market performance in the telecommunication companies in Rivers State ($r=.196$). The p-value of .001 shows that virtual meeting usage does relate to strategic market performance in the telecommunication companies in Rivers State ($r=.196, p<.05$). The null hypothesis five was rejected at 0.05 alpha level.

Conclusion

Based on the findings of the study, it can be concluded that the dimensions of computer-mediated communication explored are sound predictors of organizational performance of the telecommunication companies in Rivers State. This was because Social media usage, Cloud computing usage, and virtual meeting usage all relatively had positive and significant relationship to the strategic market performance and productivity performance in the telecommunication companies in Rivers State. Organizational culture also moderated the relationship between computer-mediated communication and organizational performance of the telecommunication companies in Rivers State.

The implication of the above findings was because computer-mediated communication for sustainability and increased performance essentially from the fact that there are constant changes in the business environment. The challengers of these changes make it imperative for adequate utilization of computer-mediated communication in order to meet such challenges. This is the only way telecommunication companies can ensure sustainability and increase performance in their competitive marketing environment. Effective and efficient utilization of computer-mediated communication always leads to sustainability and increased performance of organization through enhanced social media usage, cloud computing usage, virtual meeting usage, among the staff of the telecommunication companies in Rivers State.

Recommendations

In line with the findings and conclusion of this study, the following recommendations are made:

1. There should be regular research on computer-mediated communication in the telecommunication environment that requires training and upgrading of employees. Thus will enable the right training and development programmes to be designed and implemented so as to keep the employees abreast with the effective communication and performance.
2. Management of telecommunication companies should invest resources more on computer mediated communication to make communication a more easier and effective.
3. Telecommunication companies should seek professional advice from trusted cloud service vendors concerning the cloud computing service that best serve their long term goals at reasonable prices. This will not only give the companies virtual organizational operations, it will also provide high profiled corporate memory security which is necessary for sustainable organizational performance.

Contribution to Knowledge

This study has contributed to the literature by examining computer-mediated communication factors that influence the organizational performance of telecommunication companies in Rivers State, from the view point of their communication structure choices. This has helped us to understand the impact of institutional factors on Nigerian telecommunication companies' computer-mediated communication choice and how it affects their organizational performance. This study will be of help to CEOs and communication managers of telecommunication firms in Rivers State. Nigeria as the output of this study will serve as a useful database and resource material in the area of computer mediated companies and organ selection and capital budgeting.

Study should be designed on the basis of local context. Successive story is based on several local elements that could change in every case, even in same kind of business and region, e.g. organizational culture, organization structure, organization regulations etc.

The theoretical position of this study holds that telecommunication companies witnesses potential performance through a well structure computer-mediated communication channels, which has been identified as a crucial faction to be acknowledged and applied. This study position support their a prior theory of diffusion of innovation theory on which the study based its research which holds the processes involved in the adoption of innovations such as new technologies, techniques and procedures and as well as the resultant effects of such steps on organizational processes.

In line with the theory positions, the research therefore contributes to the wealth of knowledge concerning the application of computer-mediated communication to the performance of organization in telecommunication companies and other communication organizations.

Areas for Further Research

Based on the scope of the present study the following suggestions were made for further studies:

Having studied computer-mediated communication and organizational performance of telecommunication companies in Rivers State, it is germane at this point to initiate further research aimed at investigating the effect of computer mediated communication to communication patterns in Nigeria.

The variables of computer-mediated communication and organizational performance used in this study can be examined in other telecommunication institutions to see whether or not the research findings would be similar.

Further research should examine the relationship between computer-mediated communication and organizational performance in another geographical location.

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