

**DIGITAL PLATFORM UTILIZATION AND COMPETITIVENESS OF ADMINISTRATIVE
PERFORMANCE OF STAFF IN OIL AND GAS COMPANIES IN RIVERS STATE, NIGERIA.**

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ABSTRACT

This study involved the effect of the use of digital platforms on the performance of administrative workers in oil and gas companies in Rivers State, Nigeria, while organizational support was used to moderate the relationship. The study specifically examined dimensions of digital platform use, which included the use of e-commerce platforms, integration of digital payment systems and digital trade communication systems, and dimensions of competitive performance, such as administrative efficiency, record accuracy, and cost effectiveness. The study follow a quantitative correlational research design with primary data obtained using structured questionnaire which was administered to administrative staff of selected oil and gas companies in Rivers State. 200 questionnaires were sent and 172 were returned and used for the analysis. Descriptive data analysis, Pearson Product Moment Correlation Coefficient (PPMC) and multiple regression analysis were used to analyze the data using SPSS version 26.0. The results showed that the use of e-commerce platform was significantly positively correlated with administrative efficiency ($r=.642$, $p=.001$); digital payment integration had a significant positive correlation with record accuracy ($r=.688$, $p=.000$); and digital trade communication systems had a significant positive correlation with cost effectiveness ($r=.731$, $p=.000$). The study also found that the relationship between the use of digital platform and the performance of administrative staff was significantly moderated by organizational support ($r=.604$, $p=.000$). The study concluded that the use of digital platform has a significant positive impact on the competitive performance of administrative staff of oil and gas companies in Rivers State provided they are provided with necessary training, supervision and access to ICT. A number of recommendations were made by the study to the oil and gas companies with a view of improving efficiency in administration, ensuring that records are accurate and cost effective, including strengthening digital infrastructure, increase the training of staff, improve supervisory support and supply reliable ICT resources.

Keywords: *Digital platform utilization, competitive performance, administrative staff, organizational support, oil and gas companies, Rivers State, administrative efficiency, record accuracy, cost effectiveness.*

Background of the Study

In the Oil and Gas business in Rivers State, some oil companies have only one internal lever of advantage that is the competitive performance of Administrative staff, who are facing severe challenges of cost pressures, regulatory compliance and operational volatility (Adebayo & Nwankwo, 2024; Okoro & Briggs, 2023). The administration staff now have an impact on the processing speed and accuracy of procurement requests, the management of documents, logistics coordination, and the generation of compliance reports, which have direct implications on responsiveness and profitability (Nwosu & Daniel, 2024). In this context, competitive performance may be viewed from the administrative efficiency (speed, coordination of tasks), record accuracy (data reliability, low error rates) and cost effectiveness (resource efficiency, reduction of waste), all of which are increasingly influenced by the digital tools (Eze & Tamuno, 2022; Chika et al., 2025). Studies conducted recently in Rivers State and Nigeria generally indicate that organisations that have embraced e procurement, online transaction systems, cloud based document tools and digital payment solutions say they get records processed faster, better and improved financial outcomes (Lapu & Nnebue, 2022). These benefits, however, are not automatic but are contingent on the effectiveness of administrative staff in using e commerce platforms, digital trade communication systems and integrating digital payment in their operations (Ibietan & Adeyemi, 2024). In Nigeria, digital transformation and e governance studies reveal that training, supervision and access to ICT significantly influences the impact of digital platforms on the level of administrative efficiency, accuracy of records and cost effectiveness; or whether they are under-used (Ogunleye & Bello, 2018). This implies that organizational support could act as a moderator between the use of digital platforms and the competitiveness of administrative staff in oil and gas firms in Rivers State, a parameter that has been little explored in empirical studies and important to managers who want to improve the competitiveness of their organization.

Statement of the Problem

Administrative staff is more and more crucial in oil and gas firms in Rivers State, notably in the face of cost pressure, tight regulation and operating volatility. However, many organizations continue to experience slow task completion, disorganized task coordination, documentation inaccuracies, and needless administrative expenses, which suggests that administrative efficiency, documentation error and cost effectiveness are not at an optimum competitive level. Companies are also investing in digital platforms like e procurement systems, cloud based document tools, online transaction platforms and digital payment solutions with the hope that these technologies will make administration easier and improve the internal competitiveness. Research in Nigeria, however, indicates that the implementation of digital platforms does not necessarily deliver better administrative performance when the staff is not equipped with the required digital skills, guidance from their supervisors, or a robust ICT infrastructure, resulting in underutilisation, workaround and the persistence of manual processes.

Empirical studies in the oil/gas sector in the Rivers State have demonstrated that digital tools like e procurement and the digital information systems can contribute to process speed, quality of the records and overall organizational results, but have failed to focus on the specific contributions of administrative staff and to test direct relationships between different dimensions of the use of digital platforms (the use of an e commerce platform, digital trade communication systems and the integration of digital payments) and administrative efficiency, the quality of the records and the cost effectiveness of the organizations. Moreover, although organizational support (in terms of training, supervision, and access to ICT) has been found to be important in the processes of successful digital transformation in Nigerian context, the mediating effects of organizational support on the relationship between usage of digital platform and competitive performance of administrative staff in oil and gas companies has not been studied extensively. Managers thus have no context-specific, empirical knowledge about whether and

how the use of digital platforms by administrative staffs contributes to a company's performance and what conditions make this effect stronger or weaker, and which supporting conditions make it stronger or weaker. This unresolved gap is the main issue that the present study aims to address.

Conceptual Framework

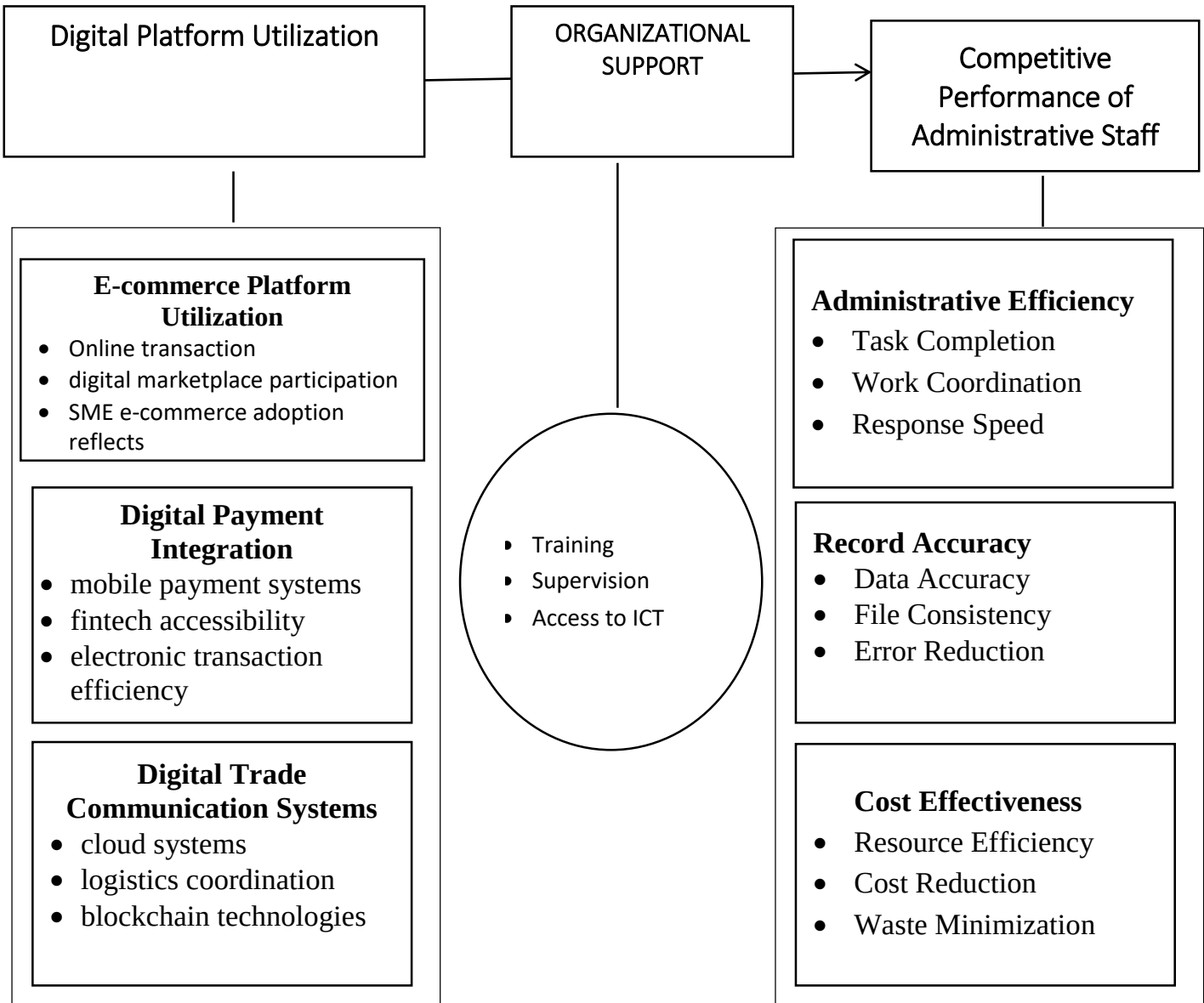


Fig. 1.1 Conceptual Framework Showing the Relationship between Digital Platform Utilization and Competitive Performance of Administrative Staff in Oil and Gas Companies in Rivers State, Nigeria.

Source: Researcher's Conceptualization (2026)

Aim and Objectives of the Study

The aim of this study is to examine the relationship between Digital Platform Utilization and Competitive Performance of Administrative Staff in Oil and Gas Companies in Rivers State, Nigeria. Specifically, the study sought to:

1. determine the relationship between e-commerce platform utilization and administrative efficiency in Oil and Gas Companies in Rivers State, Nigeria .
2. investigate the relationship between digital payment integration and record accuracy in Oil and Gas Companies in Rivers State, Nigeria.
3. examine the relationship between digital trade communication systems and cost effectiveness in Oil and Gas Companies in Rivers State, Nigeria.
4. determine the moderating role of organizational support in the relationship between digital platform utilization and competitive performance of administrative staff in Oil and Gas Companies in Rivers State, Nigeria.

Research Hypotheses

The following hypotheses were tested in the course of the study at a 0.05 level of significance:

H₀₁: There is no significant relationship between e-commerce platform utilization and administrative efficiency in Oil and Gas Companies in Rivers State, Nigeria.

H₀₂: There is no significant relationship between digital payment integration and record accuracy in Oil and Gas Companies in Rivers State, Nigeria.

H₀₃: There is no significant relationship between digital trade communication systems and cost effectiveness in Oil and Gas Companies in Rivers State, Nigeria.

H₀₄: There is no significant moderating role of organizational support in the relationship between digital platform utilization and Competitive Performance of Administrative Staff in Oil and Gas Companies in Rivers State, Nigeria.

Scope of the Study

The relationship between the use of digital platforms and the competitive performance of the oil and gas companies administrative staff in Rivers State, Nigeria was the focus of this study. In particular, the study focused on the three dimensions related to the use of the digital platforms, which are: e commerce platform utilization, digital payment integration, and digital trade communication systems. The utilization of E commerce platform was measured in terms of the number of procurement transactions for e commerce, engagements with digital vendors and e sourcing activities. Electronic payment systems, transaction processing efficiency and financial workflow automation were used to assess digital payment integration while cloud based document management, digital coordination of logistics and real time information exchange systems were used to evaluate digital trade communication systems.

Additionally, the study analyzed the competitiveness of administrative personnel in terms of administrative efficiency, accuracy of records and economic benefits. The assessment of administrative efficiency was conducted in terms of the speed of performing tasks, coordination of workflows and response to operational requirements. The accuracy of the records was assessed in terms of data reliability, documentation consistency and error reduction and cost effectiveness was assessed in terms of efficiency of use of resources, controlling the cost and minimizing the wastage of administration. Furthermore, the study recognized organizational support as a moderating variable which was represented by the staff training, supervisory support and ICT infrastructure facilities. In terms of area

of study, the researcher could only consider the selected oil and gas companies located within Rivers State, Nigeria.

What is the study's relevance? Why is the study important?

The study is relevant to oil and gas companies managers, policy makers, ICT professionals and organizational development practitioners because of the empirical evidence it provides of the effect of digital platform utilization on competitive performance of administrative staff. The results also provide valuable guidance for managers in developing strategies to optimize the use of digital platforms, boost cost-effectiveness, and ensure that records are accurate and efficient.

The study will provide benefit to the organizational leaders as well as HR practitioners by providing insights regarding the use of e-commerce platform, digital payment system and digital communication tool for optimizing administrative processes. It also emphasizes the importance of organizational support, particularly ICT or digital skills training, supervision and support, for digital technologies to be effective in boosting performance instead of being "underutilized assets" (a common "Excel installed, but still using paper files" paradox).

The study offers useful policy recommendations for the policymakers and regulators in Rivers State and Nigeria on how policies can be developed to encourage digital adoption, improve ICT infrastructure and boost digital competence of the oil and gas sector workforce.

The study adds to the existing literature in terms of its academic contribution, which focused on incorporating multiple aspects of the use of digital platforms within a single theoretical framework to explain the performance of administrative staff. It also advances knowledge by exploring how organizational support will interact with digital tools to produce a more nuanced understanding of when and how digital tools contribute to the competitive administrative outcomes.

Conceptual Review

Concept of Digital Platform Utilization

Digital platform utilization is the use and efficient management of information and communication systems that rely on the Internet to facilitate communication, procurement, payment, logistics coordination and information sharing within the organization. This involves using electronic platforms for procuring goods and services, electronic payment system and communication systems (cloud-based) by administrative staff to process requests in timely fashion, better document management and minimize delays in internal processes in Nigerian oil and gas companies, particularly in Rivers State (Okonye, 2022). However, findings from Nigerian authors reveals that e-procurement positively and significantly relates to the performance of the oil and gas services companies in Rivers State: e-tendering and e-payment had positive and significant relationship with market share, while e-ordering had positive and significant relationship with profitability (Okonye, 2022). Similarly, the digitalisation of the oil and gas sector, as seen in Nigeria, has been reported to enhance efficiency, increase data reliability and reduce costs, but also demands investment in skills and technological infrastructure to the workforce (Nwachuku, 2023).

Therefore, the use of digital platforms in this study can be considered from three aspects: e-commerce platform use, integration of digital payment and digital trade communication systems. These dimensions reflect the use of digital platforms by administrative users for sourcing and transactions, settling and reconciling payments online, and coordinating documents and tasks via cloud systems, in other words, how digital platforms are not perceived as 'decoration' for offices, but perceived as machinery that can speed up or just 'collect digital dust' if supported weak.

Dimensions of Digital Platform Utilization

E-Commerce Platform Utilization

E-commerce platform utilization is the extent to which organisations use platforms to help their procurement and vendor interaction and commercial transactions. In Nigeria, eCommerce has been seen to make sales easier and improve working processes, trust, infrastructure, digital capability (Okolie and Ojomo, 2020) are influencing the effectiveness of eCommerce. The concept is particularly helpful in the oil and gas sector in Rivers State where delays arising from the sourcing, selection of vendors, and order processing in procurement systems can be minimized through digital systems and online ordering (Okonye, 2022). In this study, therefore, e-commerce platform utilization is measured in terms of online transaction volume, organization's participation in a digital marketplace, and organization's adoption of e-commerce. Therefore, the measure of e-commerce platform utilization in this study is online transaction volume, participation in a digital marketplace, and organizational e-commerce adoption, which represent the extent of embedding e-commerce commercial tools in administration processes.

Digital Payment Integration

Digital payment integration is the adoption and successful application of electronic financial systems to the processing, settlement and reconciliation of transactions securely and efficiently. In Nigeria, electronic payment channels have gained significance as they enable quicker processing, enhance business convenience and facilitate better financial coordination among businesses' operations. However, the empirical evidence from Nigeria reveals that adoption of electronic payment is positively correlated to spending growth and financial activity, and the accessibility, trust, internet access and related infrastructure are also important factors for effective use of electronic payment (Oyelami & Adebisi, 2019). Likewise, research on SMEs in Nigeria showed that e-payment system improves efficiency of business if it could be made a normal part of business.

Digital payment integration is especially pertinent to oil and gas companies in Rivers State for procurement settlements and vendor reimbursements, as well as internal financial flows. The dimension could then be gauged by the introduction of mobile payments and how accessible fintech is, as well as by processing efficiency of electronic transactions. Adoption of mobile payments refers to the use of digital devices and applications for payment, accessibility of fintech refers to the availability and ease of access of fintech, and the efficiency of transactions refers to the speed and reliability of payment. Combined, these indicators reveal how much digital payment tools facilitate financial management, decrease time and boost administrative efficiency.

Digital Trade Communication Systems

Digital trade communication systems are defined as systems and communication networks, which enable the coordination, exchange of information and logistics management in trade and organizational processes using technology. These systems are now vital in modern business to enhance the speed and accuracy of communication within various departments of the business, between departments and suppliers as well as other external partners. Derived from the Nigerian e-procurement studies, digital systems like e-tendering, e-ordering and electronic coordination in the oil and gas related organizations (Okonye 2022) are found to enhance the operational efficiency of organizations by alleviating the manual bottlenecks and promoting workflow integration. There is also a large amount of literature in Africa available on the use of digital technology in supply chains that shows how digital technology improves logistics performance, transparency and coordination in commercial processes.

In the current study, digital trade communication systems are illustrated in cloud computing integration, digital logistics coordination and blockchain-supported communication systems. Cloud Computing Integration refers to the integration of cloud computing applications for storing, managing and sharing information. Digital logistics coordination encompasses the coordination of logistics using digital tools, management of records and tracing of products in the supply chain; and blockchain-based communication improves the transparency, security and traceability of transactions. They all represent a way of digital communication tools strengthening some of the areas of administrative coordination, ensuring reliability of information and efficient operation in oil and gas companies in Rivers State.

A concept of Competitive Performance of Administrative staff is developed.

Competitive performance of administrative staff means that administrative employees effectively work towards the achievement of their organization's goals by working efficiently, taking care of their records accurately and utilizing resources wisely. In Nigerian studies, digital office tools, e-governance, records management practices and perceived organizational support have been linked to administrative effectiveness, indicating that the availability of work systems that facilitate the achievement of tasks, communication and information management has a positive effect on staff performance (Chux-Nyeche et al., 2022; Eze & Okeke, 2020; Agwatu, 2023). Digital information systems have also been found to enhance administrative efficiency in Rivers State with improved record accuracy and responsiveness of administrative processes, which enhanced the relevance of digital support to administrative performance outcomes (Adiele & Bestman, 2025). The evaluation of administrative staffs' competitiveness is carried out.

Administrative Efficiency

Staff's efficiency is considered to be their ability to complete tasks in a timely fashion, to coordinate work well and to respond quickly to the organisation's needs. According to Chux-Nyeche et al. (2022), digital office tools usage is significantly related to administrative effectiveness in state owned tertiary institutions in Rivers State and Eze and Okeke (2020) reported that e-governance boosts document storage, retrieval and quick dissemination of information in public sector. The indicators of administrative efficiency are the completion of tasks, the coordination of working and response times in this study, as it reflects the speed of administrative work, the coordination of working and the response time.

Record Accuracy

Record accuracy is the extent to which administrative records are accurate, consistent and error free. While Adiele and Bestman (2025) revealed that use of digital information systems has a significant positive effect on administrative efficiency based on the increase in record accuracy and better responsiveness of the processes, Agwatu (2023) indicated that record management practices and perceived organizational support had significant positive influence on administrative efficiency among secretaries in public universities in Lagos State, Nigeria. In this study, accuracy of the record is evaluated according to the data accuracy, file consistency and error reduction which are the measures of the reliability of the administrative records repository.

Cost Effectiveness

Cost effectiveness is a measure of how well administration staff can do their jobs using the resources available to the organization, and in an efficient manner that does not result in unnecessary cost to the organization. Eze and Okeke (2020) reported that e-governance helps to minimise delays and enhance the effective administration of the public sector in Rivers State, suggesting that there would be less wastage of time and resources in the public sector administration. Similarly, digital office tools can

enhance productivity even when productive resource consumption is not scaled up, which may lead to cost savings from better organization of the use of productive resources (Chux-Nyeche et al., 2022). The cost effectiveness in this study is indicated by resource efficiency, cost reduction and waste minimization.

Concept of Organizational Support

Organizational support is the degree to which the organization provides the conditions, resources, and encouragement for employees to function effectively and is viewed as a moderating variable as it can enhance or diminish the impact of the use of a digital platform on competitive performance; in this study it is analyzed as a moderating variable. The Rivers State e-governance study found that good administrative service delivery relied on capacity building, internet connectivity, and ICT support while Agwatu (2023) established that the perceived organizational support was a good influencers of administrative effectiveness, and records management practices were better in the presence of perceived organizational support. In this overarching support framework, training, supervision, and access to ICT are not individual concepts, but rather elements that work together: access to ICT means having the computers, internet, software, etc. that are necessary to conduct administrative tasks efficiently; training refers to the skills of staff to use ICT and to manage work competently; and supervision refers to the way the work is guided, monitored, and linked to the organization's standards. Combined, these support conditions will ensure that digital platforms are not only installed, but put to effective use to facilitate better task performance, decrease errors, and increase administrative performance of Oil and Gas companies in Rivers State.

Meta-Analysis of Empirical Studies

Author(s)/Year	Focus/Objectives	Country/Scope	Methodology	Major Findings	Strengths	Weaknesses/Gaps
Chux-Nyeche et al. (2022)	Examined how digital office tools usage relates to administrative effectiveness in state-owned tertiary institutions in Rivers State.	Rivers State, Nigeria.	Descriptive survey; Pearson Product Moment Correlation.	Digital office tool usage had a statistically significant moderate relationship with administrative effectiveness.	Directly focused on administrative staff and digital tools in Rivers State.	Did not examine oil and gas firms or organizational support as a moderator.
Agwatu (2023)	Studied records management practices, perceived organizational support and administrative effectiveness of secretaries in public universities in Lagos State.	Lagos State, Nigeria.	Survey study; correlational analysis.	Records management practices and perceived organizational support significantly influenced administrative effectiveness.	Strong fit for the moderator and record accuracy dimension.	Not conducted in Rivers State and not in oil and gas firms.
Eze and Okeke (2020)	Examined e-governance and administrative efficiency of the public sector in Rivers State.	Rivers State, Nigeria.	Survey design; correlational analysis.	E-governance improved administrative efficiency by reducing delays and improving coordination.	Strong contextual relevance to Rivers State administrative systems.	Public sector focus, not oil and gas firms.
Adiele and Bestman (2025)	Investigated digital information systems and administrative efficiency in public tertiary institutions in Rivers State.	Rivers State, Nigeria.	Survey design; correlational approach.	Digital information systems improved administrative efficiency through better record handling and responsiveness.	Strong match for digital systems and administrative efficiency.	Institutional setting differs from oil and gas.
Ese and Okai (2024)	Examined principals' digital competence for effective administration in public senior secondary schools in Rivers State.	Rivers State, Nigeria.	Survey design; correlational analysis.	Digital competence supported effective administration.	Reinforces the role of ICT competence and support.	School context limits direct transferability.

Methodology

The study used a quantitative correlational research design to investigate the relationship between the use of digital platforms and the competitiveness of Administrative staff in oil and gas companies in Rivers state, Nigeria. The design was appropriate for the researcher to assess the nature and direction of relationships among the study variables without manipulating them. Primary data were the main source of data used, with relevant secondary data used to deepen the conceptual and empirical basis of the study. The population for the study were the administrative staff members of the selected oil and gas companies in Rivers State. The respondents were sampled by purposive sampling techniques, as they have participated in administrative activities and used digital platforms in the workplace. The study was designed to address staff members aware of the use of e-commerce platforms, integration of digital payment systems, digital trade communication systems and organizational support practices like the provision of training, supervision and access to ICT.

A structured questionnaire with 5-point Likert Scale (Strongly Agree = 5; Agree = 4; Neutral = 3; Disagree = 2; Strongly Disagree = 1) was used to collect data. The instrument was split into areas of digital platform use, competitiveness of administrative staff, and organizational support. Digital platform utilization was assessed by the use of the e-commerce platform, digital payments integration and digital trade communication systems. Administrative staff competitive performance was determined using the following: Administrative efficiency, Record accuracy and cost effectiveness. Organizational support – measured in terms of training, supervision, and access to ICT. Overall, 200 questionnaires were given to a sample of respondents, of which 172 questionnaires were completed and returned, yielding a 86.0% response rate. Data were analysed using the questionnaires returned. The instrument was validated by experts and the reliability test was done by Cronbach's Alpha, all the variables which fulfilled satisfactory criterion is 0.70 and above. Descriptive statistics, Pearson Product Moment Correlation Coefficient and multiple regression analyses were used to analyse the data collected. Analysis of all the hypotheses was conducted at 0.05 level of significance using Statistical Package for Social Sciences (SPSS).

Table 3.1: Population of Selected Oil and Gas Firms in Port Harcourt

S/N	Selected Oil and Gas Firm	Administrative Staff Population
1	Shell Petroleum Development Company of Nigeria Limited	28
2	Oilserve Limited	25
3	Sahara Group	24
4	B.G. Technical Ltd	23
5	Calaya Engineering Services Ltd	24
6	Segofs Energy Services	22
7	Delattre Bezons	19
8	Mid Atlantic Energy Solutions	35
Total		200

Although there are over 100 oil and gas firms operating in Port Harcourt, the study focused on eight selected firms because they were considered most relevant to the purpose of the study. The firms were chosen based on their active administrative operations, availability of administrative staff, and direct involvement in digital platform utilization in procurement, communication, records management, and payment processing. The purposive selection of these firms ensured that the respondents possessed the experience and knowledge required to provide reliable information for the study.

Distribution of Questionnaire Respondents

S/N	Category of Respondents	Number Distributed	Number Returned
1	Administrative staff in selected oil and gas companies in Port Harcourt, Rivers State	200	172
	Total	200	172

Results/Findings

Hypothesis One: There is no significant relationship between e-commerce platform utilization and Administrative Efficiency in Oil and Gas Companies in Rivers State, Nigeria.

	E-commerce platform utilization	Administrative Efficiency
E-commerce platform utilization	Pearson Correlation	1
	Sig. (2-tailed)	
	N	172
Administrative Efficiency	Pearson Correlation	.642**
	Sig. (2-tailed)	.001
	N	172

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

Source: SPSS version 26.0

H₀₁: There is no significant relationship between e-commerce platform utilization and Administrative Efficiency in Oil and Gas Companies in Rivers State, Nigeria. The result reveals a significant positive relationship ($r = .642$, $p = 0.001$). We therefore reject the null hypothesis and accept the alternative hypothesis that there is a significant relationship between e-commerce platform utilization and Administrative Efficiency in Oil and Gas Companies in Rivers State, Nigeria.

Hypothesis Two: There is no significant relationship between digital payment integration and record accuracy in Oil and Gas Companies in Rivers State, Nigeria.

	Digital payment integration	Record Accuracy
Digital payment integration	Pearson Correlation	1
	Sig. (2-tailed)	
	N	172
Record Accuracy	Pearson Correlation	.688**
	Sig. (2-tailed)	.000
	N	172

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

Source: SPSS version 26.0

H₀₂: There is no significant relationship between digital payment integration and record accuracy in Oil and Gas Companies in Rivers State, Nigeria. The result reveals a significant positive relationship ($r = .688$, $p = 0.000$). We therefore reject the null hypothesis and accept the alternative hypothesis that there is a significant relationship between digital payment integration and record accuracy in Oil and Gas Companies in Rivers State, Nigeria.

Hypothesis Three: There is no significant relationship between digital trade communication systems and cost effectiveness in Oil and Gas Companies in Rivers State, Nigeria.

	digital trade communication systems	cost effectiveness
digital trade communication systems	Pearson Correlation	1
	Sig. (2-tailed)	
	N	172
regional market integration	Pearson Correlation	.731**
	Sig. (2-tailed)	.000
	N	172

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

Source: SPSS version 26.0

H₀₃: There is no significant relationship between digital trade communication systems and regional and cost effectiveness in Oil and Gas Companies in Rivers State, Nigeria. The result reveals a significant positive relationship ($r = .731$, $p = 0.000$). We therefore reject the null hypothesis and accept the alternative hypothesis that there is a significant relationship between digital trade and cost effectiveness in Oil and Gas Companies in Rivers State, Nigeria.

Hypothesis Four: There is no moderating influence of Organizational Support in the relationship between digital platform utilization and Competitive Performance of Administrative Staff in in Oil and Gas Companies in Rivers State, Nigeria.

Correlations		
Control Variables	Organizational Support	Competitive Performance of Administrative Staff
Organizational Support	Correlation	1.000
	Significance (2-tailed)	.
	Df	0
Competitive Performance of Administrative Staff	Correlation	.604
	Significance (2-tailed)	.000
	Df	170

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

Source: SPSS version 26.0

Decision: The positive correlation value of 0.604 shows that there is a strong moderating influence of organizational support in the relationship between digital platform utilization and competitive performance of administrative staff in Oil and Gas Companies in Rivers State, Nigeria. Furthermore, the null hypothesis is rejected and the alternative hypothesis accepted. Using 0.05 level of significance, $0.05 \geq 0.000$, we hereby reject the null hypothesis and accept the alternative hypothesis that there is a significant moderating role of organizational support in the relationship between digital platform utilization and competitive performance of administrative staff.

Discussion of Findings

Administrative efficiency was found to be significantly positively related to the use of the e-commerce platforms. This implies that administrative employees are able to finish their tasks quicker, coordinate work more efficiently and respond to organization demands quicker via the use of digital procurement platforms, online transaction systems, and electronic vendor interactions. The result supports previous studies done in Nigeria on the use of digital office tools and administrative effectiveness in Rivers state that stated that the use of digital tools would aid the achievement of tasks and communication in administrative activities. It also backs the opinion that digital platforms lessen manual bottlenecks and help to make administration more responsive.

The research also found that there was a significant positive correlation between utilizing digital payment and record accuracy. This contributes to the reliability of administrative records, decreases documentation errors and enhances the consistency of files through the use of electronic payment systems, fintech and mobile payment solutions. The discovery is in sync with the Nigerian evidence which showed that Electronic Payment and ICT-based systems enhances the quality of organizational records and transaction processing. In the real world, digital payments not only transfer money, but they also eliminate the paper chaos that occurs with files becoming like survivors of a small civil war.

In addition, the study revealed that digital trade communication systems have a significant positive correlation with cost effectiveness. This means that administrative staff can better utilize resources, avoid unnecessary expenses and waste in the process of communication through cloud, and coordinate and manage logistics with digitization. This finding suggests that digital communications tools help coordinate the workflow and minimise unnecessary duplication in office processes. This is no small gain for oil and gas companies working in a cost-sensitive business environment, it's truly cholesterol in the administrative sense.

Lastly, it was concluded that the organizational support has a significant moderating effect on the relationship between digital platform use and competitive performance of the administrative staff. This indicates that having staff trained, appropriately supervised and provided ICT resources will lead to better performance outcomes in digital platforms. If not, even the so called best digital platforms can end up failing to provide the benefits they promise. The discovery underscores the importance of training individuals in the use of technology, monitoring their use of the technology and providing the proper tools.

Conclusion

The outcome of the study revealed that the use of digital platform has significant implication on the competitiveness of administrative staff of oil and gas companies in Rivers State, Nigeria. The use of the e-commerce platform increases administrative efficiency, integration of digital payment systems into e-commerce platforms increases record accuracy, and digital trade communication systems increase the cost-effectiveness of e-commerce.

The study also found that organizational support is a very critical moderator in this relationship. The greater the capability to use digital platforms and the more training and supervision, the stronger the connection between digital platforms and administrative results. Oil & gas companies, therefore, face the best prospects for digital transformation when it's backed by an equally robust organizational culture that allows employees to effectively and effectively apply digital tools.

Recommendations

Based on the findings and conclusion of the study the following recommendations were made:
To enhance administrative efficiency, E-commerce platforms should be extended to the oil and gas companies in Rivers State to facilitate procurement and administrative transactions.

2. Management to improve the integration of digital payments, to increase the use of secure payment electronic systems which increase the accuracy of records and therefore decrease the documentation errors.
 3. Digital trade communication system, like cloud-based collaboration platforms and logistics coordination platforms, should be invested more by the firms for improving the cost effectiveness.
 4. There should be regular training of administrative staff with regards to effective use of digital platforms in the day-to-day functioning.
- Supervisors are expected to carefully oversee digital work processes to ensure they are compliant, accountable and properly using the organizational's digital systems.

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