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DIGITAL OFFICE COMMUNICATION TOOLS ADOPTION AND INFORMATION DISSEMINATION IN SUPERMARKETS IN PORT HARCOURT METROPOLIS

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Abstract

The study empirically examined the relationship between digital office communication tools and information dissemination in supermarket in Port Harcourt Metropolis. The objective of the study was to determine how digital office communication tools, such as Instant messaging tools, video conferencing tools, and document sharing tools enhance information dissemination in supermarkets in Port Harcourt especially in terms of timeliness of information, accessibility of information, and accuracy of information. The study was anchored on Technology Acceptance Model (TAM) developed by Fred Davies (1989) and the Resource-Based View (RBV) proposed by Barney (1991). The study adopted the descriptive survey research design with a population of twelve (12) selected supermarket in Port Harcourt, Rivers State. The entire population was used for this study hence a census study was adopted. Out of 120 copies of the questionnaire, a total of 85 copies were retrieved. Drawn from the analysis carried and discussion of findings, the study revealed that digital office communication tools, such as instant messaging tools, video conferencing tools, and document sharing tools enhance information dissemination in supermarkets in Port Harcourt Metropolis especially in terms of timeliness of information, accessibility of information, and accuracy of information. Among others, the study recommended that supermarkets management should provide regular training and orientation for staff on the effective use of digital communication tools.

Keywords: Digital office communication tools; instant messaging tools, video conferencing tools, document sharing tools, information dissemination, timeliness of information, accessibility of information and accuracy of information.

Introduction

Effective internal communication is central to the smooth operation of any retail business. In supermarkets, where staff must coordinate stock replenishment, pricing updates, promotional campaigns, shift schedules, and customer service standards across multiple departments, the speed and accuracy with which information travels from management to staff can directly affect operational efficiency and customer satisfaction. Traditionally, supermarkets in Nigeria relied on notice boards, verbal briefings, and memos to disseminate information to staff. However, the growing availability of smartphones, affordable internet data, and cloud-based applications has opened up new possibilities for how supermarket management communicates with employees. From a regional operational perspective, studies in Rivers State emphasize that transitioning corporate frameworks from archaic pipelines to digital information and communication technology directly accelerates internal business processes and eliminates the friction typical of manual communication architectures (Omoku et al, 2022). Furthermore, contemporary literature highlights that utilizing centralized digital platforms directly dictates the overall competitiveness and administrative performance of personnel operating within competitive local environments (Ikuru et al, 2026). Nigeria's information and communication technology (ICT) landscape has expanded considerably in recent years. The ICT sector contributed 19.78% of Nigeria's real Gross Domestic Product (GDP) in the second quarter of 2024, while more than 163 million Nigerians had internet access as of March of 2024, reflecting the rapid expansion of digital connectivity in the country (National Bureau of

Statistics (NBS), 2024; U. S. Department of Commerce, International Trade Administration (ITA), 2025).

Port Harcourt, as a major commercial hub in the Niger Delta, hosts a growing number of supermarkets ranging from small neighbourhood stores to larger retail chains. These businesses operate in a competitive environment where efficient staff communication can be a differentiator in service delivery. The significance of digital communication tools lies in their ability to connect people and information. However, technology alone does not guarantee effective communication. The benefits depend on whether employees perceive the tools as useful, easy to use and appropriate for their work. Davis (1989) argued that perceived usefulness reflects the extent to which a person believes that using a system will enhance job performance, while perceived ease of use concerns the extent to which the system is perceived as requiring little effort. Yet, the extent to which digital office communication tools have been adopted, and how effectively they support information dissemination in this specific retail context, remains an area requiring closer examination. This article reviews existing literature to explore the adoption of digital communication tools in Nigerian organisations generally, and draws implications for supermarkets in Port Harcourt Metropolis specifically.

Statement of the problem

For any large supermarket in Port Harcourt, from bustling spots in GRA to major stores along the Aba Road corridor, keeping the team on the same page is a daily battle. These retail outlets operate in a high-intensity, fast-moving consumer goods environment where inventory levels shift by the hour, price tags change overnight, and long checkout queues can form in minutes. To keep operations running smoothly, floor supervisors, cashiers, stockers, and warehouse personnel rely heavily on a constant flow of instructions from management. Traditional paper memos and noticeboards have largely given way to modern digital communication channels. Today, supermarkets rely on instant messaging for quick updates, video calls for team briefings, and cloud-based file sharing to push out rosters and standard operating procedures. The expectation is straightforward: introducing these digital tools should naturally make internal communication fast, easy to access, and completely accurate.

Yet, walking onto the sales floor of these supermarkets reveals a very different reality. Despite heavy investments in digital workspaces, internal misfires, operational delays, and administrative blind spots remain surprisingly common. The core issue is a deep mismatch between what these applications are capable of doing and how they actually perform in the hands of a deskless, fast-paced retail team. This communication failure breaks down into three very distinct, daily frustrations for floor staff.

First, there is a clear breakdown in the timeliness of information. When supervisors drop critical updates about flash promotions, sudden price rollbacks, or cash register changes into a general chat group, those updates are instantly buried under a mountain of casual messages and unstructured chatter. A cashier or floor attendant in the middle of a busy shift, actively attending to customers, cannot scroll through hundreds of unread messages to find a crucial directive. As a result, important information is often read long after a shift has ended, directly causing bottlenecked queues at checkouts, frustrated customers, and lost sales revenue.

Second, the accessibility of vital company documentation is highly restricted by the nature of supermarket work. While management might upload store layouts, shift schedules, and safety manuals to cloud drives, floor workers are completely mobile and do not have the luxury of a static office desk or a personal computer. In Port Harcourt, this accessibility gap is worsened by practical, local realities like spotty mobile networks and the high out-of-pocket costs workers face when using personal mobile data to download large files on their phones. When essential workplace policies are locked behind complex cloud folders that require high-speed internet, the frontline workers who need them most are effectively left in the dark.

Third, the accuracy of instructions is constantly threatened as directives pass down from the top. While video calls are frequently used for executive and supervisor briefings, the secondary rollout of those decisions to the shop floor lacks any kind of structured tracking or confirmation process. Important details get distorted as they travel down the chain. Without built-in verification features on these digital platforms, outdated promotional codes, mismatched pricing data, and wrong stock counts circulate unchecked. This lack of information integrity leads directly to scanning errors at point-of-sale terminals, inventory discrepancies in the warehouse, and unnecessary friction with shoppers.

A major reason this issue persists is a glaring gap in current regional research, creating a clear point of departure for this study. Recent studies conducted by organizational communication researchers in Rivers State have looked almost exclusively at static, formal corporate spaces like commercial banking halls or administrative offices within state universities. For instance, Alikornwo and Nwinyokpugi (2025) explored how administrative communication affects decision-making, but kept their focus strictly within public institutions. Similarly, Alikornwo, Echendu, and Adiele (2026) studied digital office practices and information effectiveness specifically within tertiary setups, building on older work by Zeb-Obipi and Eke (2021) that isolated digital skills among desk-bound managers. Even contemporary local studies like those by Tamunomiebi and Emmanuel (2025) and Obara and Alikornwo (2026) stay confined to the food production sector or public compliance frameworks.

Furthermore, local literature heavily favors broad concepts like overall corporate productivity, leaving an empirical void regarding how specific digital sub-dimensions, like instant messaging, video conferencing, and document sharing directly impact information dissemination, in terms of timeliness, accessibility, and accuracy of information of staff in supermarkets. This study therefore seeks to examine how digital office communication tools shape the actual quality of information dissemination amongst staff in supermarket in Port Harcourt, Rivers State.

Conceptual Framework

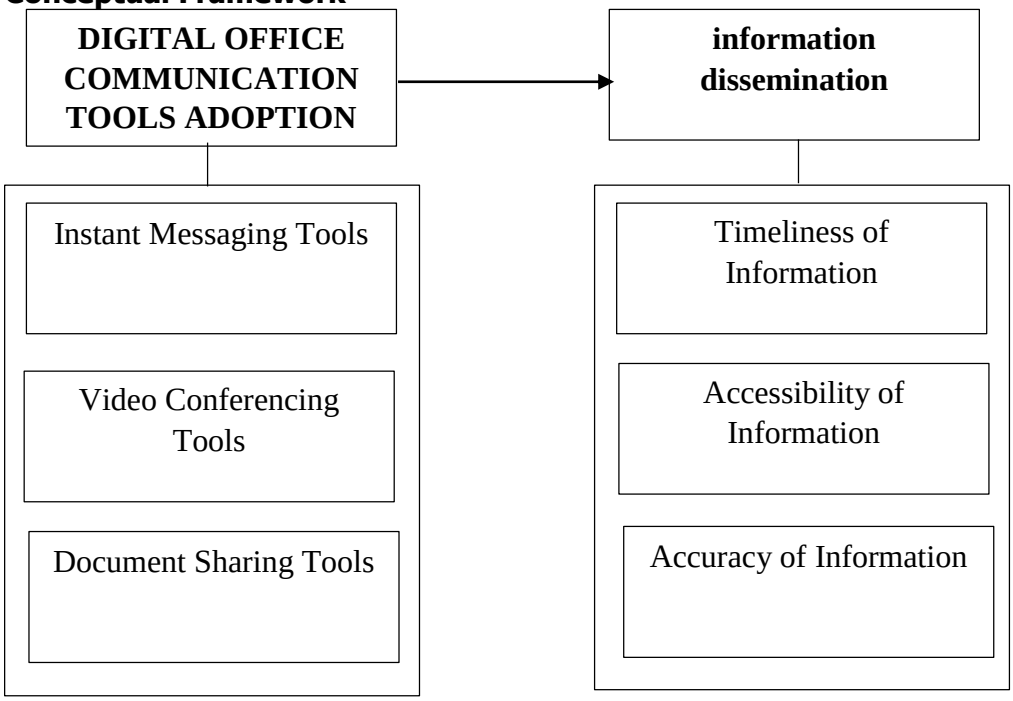


Fig. 1.1: Conceptual Framework for Digital Office Communication Tools Adoption and information dissemination in Supermarkets in Port Harcourt Metropolis.
Source: Researchers' desk, 2026.

Aim and objectives of the study

The aim of this paper was to ascertain how digital office communication tools adoption enhance information dissemination in supermarkets in Port Harcourt Metropolis. The objectives were to:

1. Ascertain how instant messaging tools enhance timeliness of information in supermarkets in Port Harcourt Metropolis.
2. Determine how video conferencing tools enhance accessibility of information in supermarkets in Port Harcourt Metropolis.
3. Investigate how document sharing tools enhance accuracy of information in supermarkets in Port Harcourt Metropolis.

Hypotheses

To achieve the target of this study, the following null hypotheses were adopted

H_{01} There is no significant relationship between instant messaging tools and timeliness of information in supermarkets in Port Harcourt Metropolis.

H_{02} There is no significant relationship between video conferencing tools and accessibility of information in supermarkets in Port Harcourt Metropolis.

H_{03} There is no significant relationship between document sharing tools and accuracy of information in supermarkets in Port Harcourt Metropolis.

Conceptual Review

Concept of Digital Office Communication Tools Adoption

Digital Office Communication Tools Adoption refers to the extent to which individuals and organizations accept, integrate, and consistently use digital technologies and platforms to facilitate communication, collaboration, and information sharing within the workplace. The increasing digitalisation of organisational activities has transformed the manner in which employees communicate, exchange information and coordinate their daily work. Digital office communication tools have become important components of contemporary organisations because they provide electronic channels through which employees and managers can create, transmit, receive, store and share work-related information. These tools include electronic mail, instant messaging applications, collaborative communication platforms, intranet systems, enterprise social media and other digital technologies designed to facilitate workplace communication.

Digital office communication tools adoption goes beyond the mere availability of communication technologies within an organisation. It involves the acceptance, willingness, actual use and integration of digital communication technologies into employees' routine work activities. Davis (1989), through the Technology Acceptance Model (TAM), established that users' acceptance of information technology is substantially influenced by perceived usefulness and perceived ease of use. Perceived usefulness refers to the extent to which an individual believes that using a particular technology will improve job performance, while perceived ease of use refers to the extent to which the individual believes that using the technology will require little effort. These perceptions influence an individual's intention to accept and use technology (Davis, 1989).

In the organisational environment, adoption of digital communication tools occurs when employees recognise that such technologies can contribute to their work and subsequently incorporate them into their communication practices. For example, supermarket employees may use email to receive formal organisational instructions, instant messaging to communicate urgent operational information, and collaborative platforms to share documents or coordinate activities. The usefulness of these tools depends on their ability to support actual work requirements rather than simply their technological sophistication.

Venkatesh et al. (2003) extended the understanding of technology adoption through the Unified Theory of Acceptance and Use of Technology (UTAUT). Their model identifies performance expectancy, effort expectancy, social influence and facilitating conditions as important determinants of technology acceptance and use. Performance expectancy is particularly relevant because employees are more likely to adopt communication technologies when they believe that the

technologies will improve their work performance. Effort expectancy is also relevant because employees are more likely to use a communication tool when it is simple and convenient to operate. Legris et al. (2003), in a critical review of the Technology Acceptance Model, observed that perceived usefulness and perceived ease of use play important roles in explaining information-system use. However, they also noted that technology acceptance cannot be explained entirely by these factors and that organisational, social and change-related factors may influence successful technology adoption.

The organisational context is important because ICT use can influence job demands, autonomy and relational aspects of work. Wang et al. (2020), in a review of 83 empirical studies, showed that the consequences of ICT use depend partly on user-technology fit and social-technology fit. This suggests that digital communication tools should be appropriate not only to employees' technical abilities but also to their communication needs and organisational environment.

Recent research has further examined acceptance of digital communication technologies in organisational settings. Tkalac Verčič et al. (2026) developed the Digital Communication Acceptance Scale (DICAS) for measuring employee acceptance of digital communication technologies in the workplace. Their study identified interaction facilitation, apprehension, effort expectancy, performance expectancy, facilitating conditions and social influence as relevant factors, demonstrating that digital communication acceptance involves both technological and organisational considerations. Digital communication technologies can also facilitate information sharing. Sivunen (2025) found that organisational ICT affordances associated with awareness and pervasiveness have important relationships with communication frequency and the quality of information sharing at work. Thus, the value of digital communication tools is partly derived from their ability to connect employees with information and other organisational members.

Nevertheless, adoption does not automatically mean that communication will always become more effective. Excessive digital messages, inappropriate choice of communication channels, information overload and poor communication practices may reduce the benefits of digital communication. Effective adoption therefore requires suitable technology, user competence, clear organisational procedures and management support.

For supermarkets, this issue is important because employees perform interdependent activities that require regular access to current information. Managers may need to communicate information concerning product prices, stock levels, promotions, customer complaints, employee schedules, sales activities and operational procedures. Where employees adopt appropriate digital communication tools, such information can potentially be disseminated more rapidly and accessed by employees who need it.

Consequently, digital office communication tools adoption in this study refers to the extent to which supermarket employees accept, utilise and integrate digital communication technologies into their routine work activities for exchanging, receiving and sharing organisational information.

Dimensions of Digital Office Communication Tools Adoption

Instant Messaging Tools

Instant messaging tools are digital communication applications that enable employees to exchange text messages and other forms of information rapidly, often in real time. In organisational settings, instant messaging can support quick interaction, coordination and information exchange among employees and managers. Lee and Seng (2020) found that mobile instant messaging applications can facilitate information flow between work and personal domains. More recent evidence indicates that instant messaging adoption can enhance knowledge creation and content quality in workplace teams (Tarofder et al., 2025). However, excessive messaging can also create communication overload, making appropriate organisational policies important (Moqbel et al., 2021). In this study, instant messaging tools adoption refers to the extent to which supermarket employees accept and regularly use digital messaging applications to send, receive and exchange work-related information.

Video Conferencing Tools

Video conferencing tools are digital technologies that enable employees to communicate through simultaneous audio and video, allowing meetings, briefings, consultations and training activities to be conducted without requiring participants to be physically present in the same location. Karl et al. (2022) observed that video conferencing can support work-related meetings, although meeting management and employees' experiences with virtual meetings can influence its effectiveness. Similarly, Lee (2023) found that formal ICT use, including video conferencing and instant messaging, was positively associated with employees' informational and relational communication satisfaction. In this study, video conferencing tools adoption refers to the extent to which supermarket employees accept and use video-based communication technologies for work-related meetings, briefings, training and information exchange.

Document Sharing Tools

Document sharing tools are digital platforms that enable employees to upload, access, exchange, retrieve and collaborate on electronic documents and work-related information. Digital workplace platforms can combine communication, document sharing and online document editing functions, thereby supporting information transfer and collaboration among employees (Wang et al., 2021). Such tools can provide employees with a common digital location for accessing relevant organisational documents and information. In this study, document sharing tools adoption refers to the extent to which supermarket employees accept and regularly use digital platforms to share, access and collaborate on work-related documents and information.

Concept of information dissemination

information dissemination refers to the systematic process through which relevant organisational information is communicated and made available to employees for the performance of their duties. It involves the movement of information from management, departments or other authorised sources to employees through appropriate communication channels. Effective dissemination is important because employees require current and reliable information to coordinate activities, respond to operational situations and perform their responsibilities effectively. In organisational communication research, accessibility and information quality have been identified as important characteristics through which employees evaluate communication channels (Rice, Chang, & Gladney, 1990). The quality of information disseminated to staff is particularly important. DeLone and McLean (2003) identify information quality as a central dimension of information-systems success and emphasise characteristics such as accuracy, relevance, completeness and timeliness. Information dissemination is therefore not simply a matter of sending messages; the information must also be useful and of sufficient quality for employees to act upon it. In a supermarket environment, information about prices, stock, promotions, customer requests, work schedules and operational instructions needs to reach the appropriate employees in a form that can be understood and used.

Timeliness is a major consideration in information dissemination. Timely information is information that reaches employees when it is needed for a task or decision. Ballou and Pazer (1995) explain that information systems often involve a trade-off between accuracy and timeliness because delays in obtaining information can reduce its usefulness. More recent organisational research similarly shows that the timeliness of information sharing can influence employees' responses and organisational communication processes (Qu, Tu, & Ma, 2025). Thus, a communication system that enables employees to receive important information promptly can contribute to more effective information dissemination.

Accessibility is another important element of information dissemination. Accessibility concerns the extent to which employees can obtain or retrieve information when required. Rice et al. (1990) found that accessibility was one of the important dimensions used by managers and professional staff in evaluating organisational communication channels. Similarly, Woudstra, van den Hooff, &

Schouten (2012) demonstrated that accessibility influences the selection and use of information sources in organisational settings. In practical terms, information is more useful to staff when authorised employees can easily locate and retrieve it through available communication channels.

Accuracy is concerned with whether disseminated information is correct, dependable and free from errors. Accurate information is essential because employees may use organisational information to perform tasks, respond to customers and make operational decisions. DeLone and McLean (2003) recognise accuracy as an important characteristic of information quality, while Lee et al. (2002) include accuracy among the dimensions for assessing information quality. Inaccurate information can lead to misunderstandings, inappropriate actions and inefficient coordination. Therefore, effective information dissemination requires mechanisms for checking and maintaining the correctness of information before and during distribution.

Digital communication technologies have increased the possibilities for disseminating information to employees. Different ICT channels can support information sharing, knowledge exchange and awareness among organisational members. Yuan & Zhao (2013), for example, found that different generations of ICT, ranging from email to micro-blogging, can support organisational knowledge sharing, although employees' choice and combination of technologies may also create communication differences. Likewise, Leonardi, Huysman, & Steinfield (2013) explain that enterprise social media can make organisational communication more visible and persistent, allowing employees to access information beyond the immediate moment of communication.

However, effective information dissemination depends on more than the availability of digital communication technologies. Employees' willingness to share information, organisational norms, privacy considerations and technological characteristics can affect information-sharing behaviour. Weidner, Warkentin, & Straub (2021) found that technological, organisational and personal factors can shape employees' decisions to share information through enterprise social media. Consequently, organisations need appropriate communication policies, reliable technological infrastructure and clear procedures for determining what information should be disseminated, to whom, and through which channel.

In the context of supermarkets in Port Harcourt Metropolis, information dissemination is particularly relevant because employees are involved in interconnected activities requiring continuous information exchange. Management may need to communicate information relating to stock availability, prices, promotions, customer service, staff schedules and operational procedures. The effectiveness of such dissemination can be assessed by examining whether information reaches staff in a timely manner, whether authorised employees can access it when needed, and whether the information received is accurate. Consequently, this study conceptualises information dissemination through three major dimensions: timeliness of information, accessibility of information and accuracy of information.

Dimensions of information dissemination

Timeliness of Information

Timeliness of information refers to the extent to which information is available to users when it is needed for performing tasks, making decisions or coordinating activities. Timeliness is an important dimension of information quality because information may lose its usefulness when it is received after the period in which it is required. DeLone and McLean (2003) identify timeliness and currency among important characteristics of information quality. Ballou and Pazer (1995) similarly explain that information may become less relevant as time passes, particularly in dynamic environments. In organisational communication, timely information enables employees to respond promptly to instructions, changes and operational situations. A recent systematic review also identifies timeliness as one of the recurring dimensions used to assess information quality (Aziz et al., 2024). In this study, timeliness of information refers to the extent to which supermarket staff receive organisational information early enough to perform their assigned duties effectively.

Accessibility of Information

Accessibility of information refers to the extent to which information is available and can be easily and quickly retrieved by authorised users when required. Information may be accurate and relevant but still have limited value if employees cannot obtain it when they need it. Bovee et al. (2003) identify accessibility as one of the essential attributes of overall information quality, while research on information-quality frameworks describes accessibility in terms of the availability and ease of retrieval of information. Aziz et al. (2024) also identify accessibility as a significant information-quality dimension across information systems. In the workplace, accessible information allows employees to retrieve instructions, notices, documents and other work-related information without unnecessary difficulty. In this study, accessibility of information refers to the extent to which supermarket staff can easily obtain and retrieve relevant organisational information through available communication channels.

Accuracy of Information

Accuracy of information refers to the extent to which information is correct, reliable and free from errors. Accurate information is essential because employees may rely on organisational information when performing tasks and making operational decisions. DeLone & McLean (2003) identify accuracy as an important characteristic of information quality, while Lee et al. (2002) include accuracy among the dimensions used in assessing information quality. Tee et al. (2007) further note that managers regard accurate and timely information as critical to effective decision making and organisational activities. Recent systematic evidence also shows that accuracy is among the most frequently examined dimensions of information quality (Aziz et al., 2024). In this study, accuracy of information refers to the extent to which information disseminated to supermarket staff is correct, dependable and free from misleading errors.

Theoretical Review

Technology Acceptance Model Theory (TAM)

The Technology Acceptance Model (TAM) was developed by Fred Davis in 1989 and is one of the most influential frameworks in the field of information systems. The model was derived from the Theory of Reasoned Action (TRA) by Fishbein & Ajzen (1975), and it seeks to explain and predict user behaviour in relation to technology usage. TAM posits that two main factors determine an individual's intention to use a technology: Perceived Usefulness (PU) and Perceived Ease of Use (PEOU).

Main factors:

Perceived Usefulness (PU) refers to the degree to which a person believes that using a particular technology will enhance their job performance. In the context of this study, it relates to how staff perceive digital office communication tools as means to improve efficiency and productivity in the discharge of their duties.

2. Perceived Ease of Use (PEOU) refers to the degree to which a person believes that using a system will be free from effort. If staff members in supermarkets find digital office communication tools to be user-friendly and easy to operate, they are more likely to accept and integrate them into their workflow.

According to Davis (1989), these perceptions influence an individual’s attitude toward using the technology, which then affects their behavioural intention to use it, and ultimately their actual system use. In supermarket settings, especially within Port Harcourt Metropolis where resistance to change is often common due to poor infrastructure or lack of training, understanding these behavioural factors is essential. TAM helps to unravel why some staff embrace digital tools while others resist them.

Furthermore, TAM has been validated and extended in various studies across educational institutions globally. Its relevance to this research lies in its ability to offer insight into the psychological and

functional factors influencing staff' adoption of digital office communication tools, thereby enabling the identification of potential barriers and facilitators to technology integration in supermarkets.

Resource Based Theory (RBV)

The Resource-Based View (RBV) theory focuses on the internal resources and capabilities of an organization as sources of sustainable competitive advantage. The RBV framework suggests that organizations can achieve and maintain a competitive edge by leveraging their unique resources and capabilities to create value for customers. The framework was first introduced by Wernerfelt in 1984 and was further developed by Barney in the early 1990s.

According to the RBV theory, a firm's resources can be classified into tangible assets (such as physical resources like equipment and facilities) and intangible assets (such as human capital, patents, brand reputation, and organizational culture). These resources are valuable, rare, inimitable, and non-substitutable (VRIN) and contribute to a firm's ability to create sustainable competitive advantage.

Recent research has continued to explore the relevance and applicability of the RBV theory in the context of organizational competitiveness. For example, a study by Hitt et al. (2016) examined how firms can leverage their strategic resources to achieve competitive advantage in the digital age. The study applied the RBV framework to analyse the relationship between resource bundles and organizational performance in the digital economy.

When considering how the RBV theory relates to the present study, it becomes evident that the theory provides a valuable lens through which to analyse how supermarkets in Port Harcourt can achieve and maintain a sustainable competitive advantage. By identifying and leveraging their unique resources and capabilities, organizations can differentiate themselves from competitors, respond to market changes, and adapt to evolving industry dynamics. information dissemination is closely linked to the strategic allocation and utilization of resources, as organizations that effectively deploy their resources in alignment with their strategic objectives are more likely to outperform their rivals. Through the RBV lens, supermarkets can conduct a resource audit to identify their core competencies, assess their competitive strengths and weaknesses, and develop strategies to capitalize on their key resources to drive organizational performance and competitiveness.

Assumptions of the Resource–Based View (RBV) theory are as follows:

i. Organizations possess unique resources and capabilities: RBV assumes that firms differ in the resources they control such as technology, skills, knowledge, and processes.

ii. Resources can be a source of sustained competitive advantage: It assumes that valuable, rare, inimitable, and non-substitutable (VRIN) resources can produce long-term superior performance.

Together, the TAM framework and RBV offer a robust theoretical foundation for this study. While TAM explains users' perspectives and how it affects their acceptance of technology, RBV explains how these mechanisms contribute to improved dissemination of information to staff. The integration of these theories enables a holistic understanding of both the drivers and strategic value of digital office communication tools in enhancing information dissemination in supermarkets in Port Harcourt Metropolis.

METHODOLOGY

The study adopted a descriptive survey research design. The descriptive Survey research design was adopted with data collected via questionnaire and using such data to test the hypotheses; hence, it's descriptive in nature because it explains the relationship between digital office communication tools and information dissemination. The study is a micro study that focuses on a particular set of staff involved in information dissemination. Therefore, the population of this research covers twelve (12) selected popular supermarkets located within Port Harcourt Metropolis, with the total of one hundred and twenty (120) staff which includes: administrative staff, store supervisors, cashiers, shelf stickers, and inventory clerk.

Table 3.1: Population Distribution Based on Supermarket.

S/N	Supermarket and their location	Staff
1	Market Square, 23 Nzimiro Street, Old GRA, Port Harcourt	10
2	Chanrai's Supermarket, 3 Aba Road, Near Leventis Bus Stop, beside Oando Filling Station	10
3.	Everyday Supermarket, Plot 7 Omerelu Street Behind Hotel Presidential G.R.A Phase I, Port Harcourt.	10
4.	Adoration Supermarket, 49 Woji Road, GRA Phase 2 Port Harcourt.	10
5.	Welldone Supermarket, 117 Olu Obasanjo Road, GRA Phase II Port Harcourt.	10
6.	Wise Way Supermarket, 60 Ogbatai Road, Woji, Off Elelenwo Road, Port Harcourt.	10
7.	Wide choice Supermarket, Opposite Opm church, Saint John's, Port Harcourt.	10
8.	Cathy's Supermarket, SARS Road, Rukpokwu, Port Harcourt.	10
9.	Essence needs Supermarket, Aka Road, Port Harcourt.	10
10	Bestway Supermarket, 47 Estate Road, Woji, Trans Amadi, Port Harcourt.	10
11.	Adonai Supermarket, Agip Estate, Rd. 24, Mgbuosimiri, Port Harcourt.	10
12.	Okeyson Supermarket, 12 Trans Amadi Road, Rumuobiakani, Rumuola, Port Harcourt.	10
	Total	**120**

Source: Researcher's Inquiry data (2026).

The study was a census study, which entails using the entire population without sampling. For the instrument to ascertain it required reliability, a pilot test was conducted on 10 staff in 2 supermarkets not included in the main study. Cronbach Alpha was used to test internal consistency and a reliability coefficient of 0.82 was obtained, which shows the instrument is reliable. A total of one hundred and twenty (120) copies of Questionnaire were distributed to the respondent. The researchers were able to retrieve ninety (85) copies from these twelve selected Supermarket in Port Harcourt, while the total sum of thirty five (35) copies were not retrieved.

Analysis and Results

Table 1

Questionnaire Response Rate

Category	Frequency	Percentage (%)
Questionnaires Administered	120	100.0
Questionnaires Retrieved and Valid	85	79.0
Questionnaires Not Returned/Invalid	35	21.0

Note. n = 85 valid responses were used for all subsequent analysis.

Demographic Characteristics of Respondents

Table 2

Demographic Distribution of Respondents (n = 85)

Variable	Category	Frequency	Percentage (%)
Gender	Male	46	54.1
	Female	39	45.9
Age Bracket	20-29	14	16.5
	30-39	36	42.4
	40-49	24	28.2

	50 and above	11	12.9
Educational Qualification	OND/NCE	18	21.2
	HND/BSc	43	50.6
	MSc/MBA	20	23.5
	PhD	4	4.7
Years of Experience	1-5 years	23	27.1
	6-10 years	26	30.6
	11-15 years	22	25.9
	16 years and above	14	16.5

Descriptive Analysis of Study Variables

Table 3

Descriptive Statistics of Study Variables (n = 85)

Variable	Mean	Std. Deviation	Interpretation
instant messaging tools	3.64	0.70	Agree
video conferencing tools	3.55	0.75	Agree
document sharing tools	3.61	0.77	Agree
timeliness of information	3.58	0.59	Agree
accessibility of information	3.52	0.76	Agree
accuracy of information	3.67	0.68	Agree

Note. Mean scores of 3.00 and above, on the four-point scale used, were interpreted as agreement with the underlying statement.

The descriptive results indicate that respondents generally agreed that instant messaging tools, video conferencing tools, and document sharing tools practices were present in their firms, with mean scores ranging from 3.55 to 3.64. Similarly, respondents rated their own performance and reliability, accessibility of information, and accuracy of information positively, with mean scores ranging from 3.52 to 3.67, suggesting a generally favourable self-assessment of information dissemination alongside a generally favourable perception of digital office communication tools adoption.

Test of Hypotheses

Table 4

Summary of Pearson Correlation Results (n = 85)

Hypothesis	Variables Correlated	R	p	Decision
Ho1	instant messaging tools × timeliness of information	.490	<.001	Rejected
Ho2	video conferencing tools × accessibility of information	.476	<.001	Rejected
Ho3	document sharing tools × accuracy of information	.312	.004	Rejected

Note. Significant at p < .05 (two-tailed), n = 85.

As shown in Table 4, all three null hypotheses were rejected. instant messaging tools showed a moderate, positive, and statistically significant relationship with office managers' performance and reliability (r = .490, p < .001). video conferencing tools showed a moderate, positive, and statistically significant relationship with accessibility of information (r = .476, p < .001). document sharing tools showed a weak-to-moderate, positive, and statistically significant relationship with accuracy of information (r = .312, p = .004). These results indicate that, in this illustrative dataset, all three dimensions of digital office communication tools were positively and significantly associated

with their corresponding measure of information dissemination, with instant messaging tools showing the strongest and document sharing tools the weakest.

Discussion of Findings

The results of this study show a clear, positive, and significant relationship between using instant messaging tools and the timeliness of information across supermarkets in Port Harcourt. When retail managers actively use real-time messaging apps, critical store updates like flash sales, sudden stock depletions, or price changes get down to the shop floor almost instantly. In a fast-paced retail environment where inventory moves by the hour, the sheer speed of instant messaging bridges the gap between office decisions and floor execution. This means deskless workers can act on updates immediately instead of waiting for formal end-of-shift meetings. This pattern strongly mirrors what Alikornwo and Nwinyokpugi (2025) observed locally, noting that immediate digital communication paths cut out administrative delays and speed up response times across busy work environments. Similarly, the way instant messaging sends short, direct instructions straight to employees' phones matches the ideas of Tamunomiebi and Emmanuel (2025), who argued that quick digital tools are essential for keeping teams agile in the fast-moving consumer sectors of Rivers State. By turning slow, old-school briefings into instant digital updates, supermarkets can stop checkout bottlenecks and pricing errors before they start.

The analysis also points to a positive and significant relationship between video conferencing tools and the accessibility of information. This finding shows how virtual meeting tools open up direct paths to store directives that used to stay locked behind closed office doors. By using video tools for shift handovers, visual training, and supervisor briefings, management can turn abstract store policies into clear, visual instructions that anyone can follow. This helps open up corporate communication, making sure that every employee, no matter their shift or role, can clearly see and understand policy changes, upcoming campaigns, or customer service expectations. This matches the findings of Zeb-Obipi and Eke (2021), who showed that interactive, video-based communication heavily improves transparency and helps diverse teams access management instructions much more easily. When workers can jump on a quick video call or watch a recorded brief, it breaks down the traditional communication walls that often form in top-heavy business structures. This is also supported by Alikornwo, Echendu, and Adiele (2026), whose local research confirmed that digital systems expand communication boundaries, turning isolated company rules into shared, accessible knowledge across the board.

Finally, the statistics show a positive and significant relationship between document sharing tools and the accuracy of information across these supermarkets. Cloud folders and shared files create a single, reliable source of truth for standard operating procedures, master price lists, and shift schedules. By swapping out informal verbal chains and cluttered chat logs for centralized digital folders, document sharing stops critical numbers from getting mixed up. When a manager updates a product price or inventory count on a shared master file, that change goes live across the network immediately. This keeps cashiers at point-of-sale terminals and stockers in the warehouse completely aligned on the exact same data. This outcome directly links to the work of Obara and Alikornwo (2026), who discovered that centralized digital document control and proper file labeling significantly reduce operational data mistakes while keeping information reliable within local organizations. Keeping records in a verified, secure digital space stops the office rumor mill and prevents small misinterpretations from turning into costly floor errors. This preservation of data accuracy underpins the workflow approach highlighted by Tamunomiebi and Emmanuel (2025), who pointed out that keeping data accurate in high-turnover industries depends entirely on using organized, shared digital platforms.

CONCLUSION

This study examined how digital office communication tools adoption can enhance information dissemination in supermarkets in Port Harcourt Metropolis. The study established communication

has moved beyond a purely traditional on to digital pattern thereby strengthening timeliness of information, accessibility of information, and accuracy of information. Drawing from the Technology Acceptance Model (TAM) and the Resource-Based View (RBV), the paper demonstrated that the adoption and effectiveness of digital office communication tools depend on technological readiness, organizational capability, and the regulatory and competitive environment in which supermarkets operate. Furthermore, digital communication tools such as instant messaging tools, video conferencing tools, and document sharing tools constitute strategic IT capabilities that enable supermarket staff to minimize risks, and improve service delivery. When effectively deployed, these capabilities enhance customer confidence, reduce operational disruptions, and promote sustainable competitive advantage. Overall, the paper concludes that digital office communication tools is not just a defensive measure but a strategic driver of competitiveness in the modern Port Harcourt supermarkets.

RECOMMENDATIONS

Based on the conclusions, the following recommendations were made:

1. Management of supermarkets should strengthen the adoption of instant messaging tools by providing approved platforms and clear guidelines for their use in communication urgent operational information to staff.
2. Management of supermarket should encourage the regular use of video conferencing tools for staff meetings, briefings, training and other activities requiring direct interaction among employees and management.
3. Management of supermarket should adopt reliable document-sharing tools for distributing official notices, policies, schedules, reports, price lists and other important organizational documents.

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