

DIGITAL COMMUNICATION SKILL AND ADMINISTRATIVE MANAGER JOB PERFORMANCE IN PUBLIC TERTIARY INSTITUTIONS IN RIVERS STATE

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ABSTRACT

This study examines the relationship between digital communication skill and administrative manager job performance in public tertiary institutions in Rivers State. The objective of the study was to examine the extent of relationship between digital communication skills and administrative manager job performance in terms of information dissemination, timely task accomplishment and record management. Four research questions and ten hypotheses were formulated to guide the study. The study adopted the explanatory cross-sectional survey research design with a population of 821 administrative managers in 8 public tertiary institutions in Rivers State. The sample size of the study was two hundred and sixty-nine (269) respondents which was obtained using the Taro Yamene Formula. Questionnaire developed on a 4-point rating scale was used to elicit data from respondents. Out of 269 copies of the questionnaire administered, a total of 229 copies were retrieved. Mean and standard deviation were used for the univariate analysis; Spearman Rank Coefficient Correlation was used for the bivariate analysis while the multivariate analysis was done using Partial Correlation. SPSS version. The analysis revealed that digital communication skill has significant positive relationship with Administrative Manager job performance in public tertiary institutions in Rivers State in terms of information dissemination, timely tasks completion and records management. Hence it was concluded that since all the dimensions of digital communication skill enhances administrative manager job performance in public tertiary institutions in Rivers State. The study recommended that Management should provide regular hands-on computer trainings and upgrade their technological infrastructure to increase Administrative Managers' digital access and familiarity with digital practices.

Keyword: Digital Communication Skill, Administrative Performance, Information dissemination, Timely Task Accomplishment.

INTRODUCTION

One of the most prominent challenges faced by the administrative systems of tertiary institutions in Nigeria and Rivers State in particular is administrative manager's ineffectiveness. The incessant cases of misplaced files and delay in the communication of decisions and administrative information suggest poor performance on the part of some of the administrative managers. Other trends that suggest the poor performance of many administrative managers in tertiary institutions include constant incidents of document loss and misplacement, misplacement of academic results, unresolved students' complaints, and general sluggishness in the administrative process (Yusuf & Lawal, 2012; Osakede, et al., 2017; Dike, 2019; Odu, 2019). The researcher's interaction with some administrative managers in some of the tertiary institutions in Rivers State suggests that some of them are not efficient or effective when it comes to record management. There are incidents of file and information loss or misplacement, difficulty in retrieving or tracing saved files both in computer systems and file cabinets. In document production, some of the administrative documents appear to be fraught with errors. It also appears that there is a problem of communication gap. In most cases, administrative heads fail to maintain timely and accurate

information sharing and feedback with their colleagues which often leads to role confusion and other errors within the administrative system.

The researcher also observed that Management of tertiary institutions in Nigeria and Rivers State in particular, give little or no attention to building the digital proficiency of administrative managers. This perhaps accounts for the low digital literacy of many administrative managers in some of the tertiary institutions in Rivers State even with the proliferation of digital technologies. The researcher's observation and experience suggest that only a few administrative managers in tertiary institutions in Rivers State can comfortably use online communication tools such as e-mail, web conferencing applications, and cloud computing tools in executing administrative tasks. It equally appears that only few of the administrative managers in public tertiary institutions are digitally inclined enough to engage in voice-texting and simple troubleshooting of digital resources. As a student, the researcher has also observed that the offices of most administrative managers do not have adequate digital capital as some of them even spend their own money to procure the few digital resources they use. In line with the findings of Odu (2019) and Otamiri et al. (2020), the level of digital literacy is still very low among administrative staff working in tertiary institutions in Rivers State. It appears to be so low that some of them cannot even operate the computer keyboard properly, let alone formatting of documents. In some cases, administrative documents are even typed in commercial computer centres in spite of the presence of functional computer systems in some of the administrative offices. Emphasizing the rate of digital communication in proficiency, David (2018: 78) noted that "digital skill gap in the areas of spreadsheet management, word processing, and internet communication makes it difficult for the administrative system of tertiary institutions to maximize the numerous investments made in the procurement of ICT facilities." With the wave of digitalization, it may be difficult for administrative managers to cope effectively in performing their functions when most of them are not digitally literate (Frank, 2017; Edumikwo, 2019).

Another issue that prompted this study is the perceived dearth of empirical studies on the relationship between digital proficiency and administrative manager job performance in tertiary institutions in Rivers State, Nigeria. The job performance of office and administrative managers has constituted the focus of various research efforts as different researchers sought to investigate several organizational factors that could influence administrative manager job performance such as: worker general proficiency (Rahmah & Syahida, 2010); office information and communication technology availability (Akpomi & Ordu, 2009; Aliata and Hawa, 2014; Dosunmu et al., 2017; Kahirol, et al., 2017; Salleh, et al., 2017; Abosede & Akintola, 2018; David & Giambona, 2018; Kayode, et al. 2019).

A study done by Okolocha and Baba (2017) identified staff digital proficiency as one of the major determinants of lecturers' job effectiveness in Polytechnics in North-Central, Nigeria. Even the findings of David (2018) showed that digital literacies such as word processing skill and internet literacy enhance the job performance of librarians in Nigerian federal university. A foreign-based study done by Yazon, et al. (2019) revealed that computer literacy is one of the most important proficiencies that administrative assistants are expected to possess in universities in United Kingdom. Other research efforts examined ICT proficiency and literacy of undergraduate students in Ogun State (John, et al., 2015); assessment of ICT proficiencies of public school teachers as a basis for community extension program in Philippines (Las et al., 2017). These studies revealed that various proficiencies enhance the job performance of workers generally and office practitioners in particular. However, none of these studies provided empirical evidence to explain the relationship between digital communication skill and administrative manager job performance within the context of public tertiary institutions in Rivers State. This implies that the relationship between digital communication skill and administrative manager job performance has not received adequate research attention within the context of public tertiary institutions in Rivers State. This is the gap in literature which the present study sought to fill.

Research Hypotheses

Several null hypotheses are relevant to our thesis as outlined below:

- Ho₁: There is no significant relationship between digital communication skills and information dissemination by administrative managers in public tertiary institutions in Rivers State.
- Ho₂: There is no significant relationship between digital communication skills and timely tasks completion by administrative managers in public tertiary institutions in Rivers State.
- Ho₃: There is no significant relationship between digital communication skills and records management by administrative manager in public tertiary institutions in Rivers State.

Digital Communication Skills and Administrative Manager Job Performance

Digital communication skills, which is conceptually a sum of e-mailing ability, web conferencing skill and cloud computing skill, is a veritable tool whose positive impact in the work life of administrative managers cannot be overemphasized, especially in the area of effective records management. In consonance with this, Long (2016) posited that the proficient use of Internet technologies such as social media platforms and email allows employees to efficiently and effectively manage data and information, thereby allowing for their easy storage and retrieval. Administrative managers in tertiary institutions who have the ability to proficiently handle email, mobile web conferencing and as well share information on whatsapp, can as a result secure official data/information, retrieve files easily and also produce documents for mailing. For instance, a Director, HOD or Dean who can proficiently use email will be able to keep official data/information safe in his email and also retrieve them quickly at any time and place. His ability to proficiently share information via whatsapp will as well afford him the production of mailable document, retrieve files easily, and as well secure administrator data/information for effective records management. According to Golden (2013), the wide use of information and communication technologies have caused employees feel empowered to access information at any time, in any place, and exchange it across temporal and physical boundaries. For instance, Olson and Lucas (2015) wrote that the efficient and effective use of e-mail allows a rapid flow of messages enabling asynchronous, cheap, and easily disseminated information thereby improving work performance. The use of personal mobile internet devices at the workplace has become ubiquitous since 2012. Mobile internet devices permit employees to enjoy the comforts of doing their jobs not only during but after working hours using only a single device, making it easy for records to be managed effectively (Disterer & Kleiner, 2013).

Another way in which digital communication skills affects administrative manager job performance is through information dissemination. The ability to utilize email and share information on whatsapp makes it easy for administrative information to be circulated on time, and as well get feedback on time. They also aid employees to clearly understand organizational policies/goals, as information can easily and swiftly be shared amongst them via email and whatsapp. Internet communication technologies make the boundaries between employees' work and personal life more permeable, leading to work expansion, speedy information dissemination, stress spillover, and the incapability between efficiency in the workplace and the well-being greatly embraced in employees' life outside of work (Brough & O'Driscoll, 2010; Hing et al., 2014). Organizations and broader communities need to implement supportive policies and ensure availability of internet access for employees at work and away from work (Hoeven et al., 2016). With these in place, there is free flow of administrative activities that ensures timely information circulation, clearer understanding of organizational policies/goals, and timely feedback of administrative functions.

Digital communication skills as well aids effective coordination of administrative activities where there is proper assignment of tasks to staff, resolution of staff and students complaints, and proper

supervision of operational activities in the unit. With proficient handling of email, the administrative manager can assign tasks to staff by reaching them on their private email accounts or one that is common to all of them. A video or voice call via whatsapp, messenger, skype, etc. can help an administrative manager to easily reach out to an aggrieved student or lecturer, and also supervise a project in the unit when he/she cannot step in there in person at that time. Speaking in line with this, Gajendran et al. (2015) wrote that the advanced mode of video communication has brought relief to business and administrative world as individuals can communicate over a distance with everything seeming like they are physically together. This enables the administrative managers to have their eyes on all activities going on within their jurisdiction, even without their physical presence, and as such administrative activities are effectively coordinated.

Another aspect of digital communication skills that can enhance the job performance of administrative managers is cloud computing skill which is also known as cloud computing proficiency. Information security, smooth file retrieval, and document production can be made much easier and possible by proficient deployment of cloud computing. Cloud computing proficiency, where Google document ability, Google drive ability and online database management ability, etc. play diverse but collective roles, helps increase the productivity of a remote workforce by allowing teams to communicate and collaborate seamlessly in real-time (Ntiva, 2018). With cloud computing, individuals can utilize services and also collaborate over a network where distance is no longer a barrier. Employees can access information stored in the cloud service via a host machine anytime and from anywhere so they can collaborate with colleagues in other locations in real-time. With the cloud service(s), official data/information can be well secure, colleagues can easily share and retrieve files from their ends, and mailable documents can be quickly produced. This is because there are the proficient usages of Google document, Google drive and online database management system. This is a plus point of adopting virtual computing in business - the remote access. Employees of the organization can access any required data or information and carry on working remotely. All they need is an internet connection. The majority of cloud computing services available today also offer mobile apps that can be readily used to access data from smartphones anywhere at any time (Ward, 2019).

Cloud computing proficiency also allows for effective information dissemination. Collaboration, which is the most beautiful feature of cloud computing, enhances timely information circulation, clearer understanding of organizational policies/goals, and timely feedback of administrative activities. As posited by Willie (2014), proficient use of cloud computing has enhanced managers' job across diverse organizations in disseminating information and getting feedback on time. This implies that when employees collaborate, their real-time communication helps them share information concerning the organization's policies/goals, disseminate information and get feedback on time. This therefore enhances effective information dissemination as administrative managers can reach out virtually to other employees in order to ensure back and forth dissemination of information, as well as communication of organization's goals/policies for clearer understanding.

Another way in which cloud computing influences administrative manager job performance is in coordination of activities. Proficient use of Google document, Google drive and online database management system helps an administrative manager to virtually assign tasks to staff, resolve issues pertaining to staff and students, and also supervise operational activities in the department/faculty properly. With easy dissemination and feedback of information across all necessary consumers as made easy by virtualization, administrative managers such as HODs, Deans and Directors can be kept abreast with the current situation of operational activities in their unit, easily allot tasks to staff and also handle complaints coming from students and academic/non-academic staff.

Person–Environment Fit Theory

Lewin and Edwards' Person–Environment Fit Theory was popularized in 1962 as cited in Osita (2018). Person–Environment Fit Theory of psychological stress describes the interaction between

the person and environment ($P \times E$) as the key to comprehending people's cognitive, emotional and behavioural reactions such as stress as well as operational productivity level. The relevant assumptions of this theory as deemed fit for this work are as follows:

- i. A mismatch between a person and his work environment will lead to tension and uneasiness capable of hampering his level of productivity;
- ii. Worker's capabilities (skill sets) will determine the level of work pressure and how environmental stress affects their output (Lewin and Edward as cited in William & Trywell, 2010). This is the phase of the theory that strengthens the fact that the digital proficiency level of an average administrative manager in a tertiary institution will influence how stressful the work will be, as well as determine his/her ability to perform core duties in terms of effective records management, effective information dissemination and timely tasks completion.

The implication of the first assumption is that an administrative manager who lack such as digital communication skills, troubleshooting skills and voice-texting skills will be greatly challenged in coping with an academic environment fortified with hi-tech digital technologies. He/she will need to sharpen oneself so as to be fit to efficiently and effectively utilize all of those technologies at his disposal to run activities, thereby achieving effectiveness in terms of effective records management, effective information dissemination and timely tasks completion.

Adopting this theory as the major theoretical framework for this study is based on the fact that the theory is related to digital proficiency, which is the independent variable here. Another point that made this theory appropriate to be adopted as the theoretical foundation of this study is the fact that it explains and predicts that the level of digital proficiency possessed by administrative managers will influence their ability to perform their functions very well.

METHODOLOGY

The explanatory cross-sectional survey research design was adopted for the study. The population of the study consisted of eight hundred and twenty-one (821) administrative managers in the eight (8) public tertiary institutions in Rivers State. The sample size of the study was two hundred and sixty-nine (269) respondents. The sample of 269 respondents was obtained using the Taro Yamene Formula.

Table 1: Sample Distribution

S/N	Public Tertiary Institutions	Population	Sample
1.	University of Port Harcourt	199	65
2.	Rivers State University	197	65
3.	Ignatius Ajuru University of Education	87	29
4.	Federal College of Education (Technical), Omoku	103	34
5.	Captain Elechi Amadi Polytechnic, Rumuola	65	21
6.	Ken Saro Wiwa Polytechnic, Bori	59	19
7.	Federal Polytechnic of Oil and Gas, Bonny	45	15
8.	Rivers State College of Health Science and Technology Management, Rumueme	66	21
Total		821	269

Source: Researcher's Computation, 2022.

Considering the framework of the study, both primary and secondary sources of data were employed in order to generate valid information. Mean and standard deviation were used for the univariate analysis while the bivariate analysis was done using Spearman Rank Order Correlation with the aid of SPSS.

Results

Bivariate Analysis

Ho₁: There is no significant influence of digital communication skills on information dissemination by administrative managers in public tertiary institutions in Rivers State.

Table 1 Correlation between Digital Communication Skills and Information Dissemination

			digital communication skills	information dissemination
Spearman's rho	Digital communication skills	Correlation Coefficient	1.000	.227**
		Sig. (2-tailed)	.	.000
		N	229	229
	information dissemination	Correlation Coefficient	.227**	1.000
		Sig. (2-tailed)	.000	.
		N	229	229

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

Source: SPSS Output, 2022

There is no significant relationship between digital communication skills and information dissemination by administrative managers in public tertiary institutions in Rivers State. (correlation. 1) reveals that there is a significant relationship between digital communication skills on information dissemination by administrative managers in public tertiary institutions in Rivers State (where rho = 0.227 and p = 0.000) based on the decision rule of $p < 0.05$ for null rejection; we reject the null hypothesis and restate that there is a significant relationship between digital communication skills on information dissemination by administrative managers in public tertiary institutions in Rivers State. The correlation value of 0.227 indicates that there is a weak positive relationship between digital communication skills and information dissemination by administrative managers.

Ho₂: There is no significant influence of digital communication skills on timely tasks completion by administrative managers in public tertiary institutions in Rivers State.

Table 2 Correlation between Digital Communication Skills and Timely Tasks Completion

			digital communication skills	Timely tasks completion
Spearman's rho	digital communication skills	Correlation Coefficient	1.000	.804**
		Sig. (2-tailed)	.	.000
		N	229	229

Timely tasks completion	Correlation Coefficient	.804**	1.000
	Sig. (2-tailed)	.000	.
	N	229	229

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

Source: SPSS Output, 2022.

Table 2 reveals a correlation value of 0.804 at a significance level of $0.00 < 0.05$ for the hypothesis relating digital communication skills with timely task completion. Since $p = 0.00 < 0.05$, the null hypothesis which stated that there is no significant relationship between digital communication skills and timely task completion by administrative managers in public tertiary institutions in Rivers State was rejected based on the decision rule of $p < 0.05$ for null rejection. The rho of 0.804 and $p = 0.000$ indicates a very strong positive correlation between digital communication skills and timely task completion by administrative managers in public tertiary institutions in Rivers State.

Ho₃: There is no significant relationship between digital communication skills and records management by administrative managers in public tertiary institutions in Rivers State.

Table 3 Correlation between Digital Communication Skills and Records Management

		Digital communication skills	Records management
Spearman's rho	Digital communication skills	Correlation Coefficient	1.000
		Sig. (2-tailed)	.424**
		N	.000
			229
	Records management	Correlation Coefficient	229
		Sig. (2-tailed)	.424**
		N	1.000
			.000
			229

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

Source: SPSS Output, 2022.

Table 3 reveals a correlation value of 0.424 at a significance level of $0.00 < 0.05$ for the hypothesis relating digital communication skills with record management. Since $p = 0.00 < 0.05$, the null hypothesis which stated that there is no significant relationship between digital communication skills and record management by administrative managers in public tertiary institutions in Rivers State was rejected based on the decision rule of $p < 0.05$ for null rejection. The rho of 0.424 and $p = 0.000$ indicates a moderate positive correlation between digital communication skills and record management by administrative managers in public tertiary institutions in Rivers State.

Discussion of Findings

Digital Communication Skills and Administrative Manager Job Performance

The test of hypotheses one, two and three revealed that there is a significant positive relationship between digital communication skills and administrative manager job performance in public tertiary institutions in Rivers State in terms of information dissemination, timely tasks completion and

records management. This finding is supported by the findings of Olayanju and Asogwa (2010) that administrative staff in higher institutions in Enugu need to be very skillful in word processing, emailing and other digital communication tools. Digital communication skills, which is conceptually a sum of e-mailing ability, web conferencing skill and cloud computing skill, is a veritable tool whose positive impact in the work life of administrative managers cannot be overemphasized, especially in the area of effective records management. In consonance with this, Long (2016) posited that the proficient use of Internet technologies such as social media platforms and email allows employees to efficiently and effectively manage data and information, thereby allowing for their easy storage and retrieval. Administrative managers in tertiary institutions who have the ability to proficiently handle email, mobile web conferencing and as well share information on whatsapp, can as a result secure official data/information, retrieve files easily and also produce documents for mailing. For instance, a Director, HOD or Dean who can proficiently use email will be able to keep official data/information safe in his email and also retrieve them quickly at any time and place. His ability to proficiently share information via whatsapp will as well afford him the production of mailable document, retrieve files easily, and as well secure administrator data/information for effective records management. According to Golden (2013), the wide use of information and communication technologies have caused employees feel empowered to access information at any time, in any place, and exchange it across temporal and physical boundaries. For instance, Olson and Lucas (2015) wrote that the efficient and effective use of e-mail allows a rapid flow of messages enabling asynchronous, cheap, and easily disseminated information thereby improving work performance. The use of personal mobile internet devices at the workplace has become ubiquitous since 2012. Mobile internet devices permit employees to enjoy the comforts of doing their jobs not only during but after working hours using only a single device, making it easy for records to be managed effectively (Disterer & Kleiner, 2013).

Another way in which digital communication skills affects administrative manager job performance is through information dissemination. The ability to utilize email and share information on whatsapp makes it easy for administrative information to be circulated on time, and as well get feedback on time. They also aid employees to clearly understand organizational policies/goals, as information can easily and swiftly be shared amongst them via email and whatsapp. Internet communication technologies make the boundaries between employees' work and personal life more permeable, leading to work expansion, speedy information dissemination, stress spillover, and the incapability between efficiency in the workplace and the well-being greatly embraced in employees' life outside of work (Brough & O'Driscoll, 2010; Hing et al., 2014). Organizations and broader communities need to implement supportive policies and ensure availability of internet access for employees at work and away from work (Hoeven et al., 2016). With these in place, there is free flow of administrative activities that ensures timely information circulation, clearer understanding of organizational policies/goals, and timely feedback of administrative functions.

Digital communication skills as well aids effective coordination of administrative activities where there is proper assignment of tasks to staff, resolution of staff and students complaints, and proper supervision of operational activities in the unit. With proficient handling of email, the administrative manager can assign tasks to staff by reaching them on their private email accounts or one that is common to all of them. A video or voice call via whatsapp, messenger, skype, etc. can help an administrative manager to easily reach out to an aggrieved student or lecturer, and also supervise a project in the unit when he/she cannot step in there in person at that time. Speaking in line with this, Gajendran et al. (2015) wrote that the advanced mode of video communication has brought relief to business and administrative world as individuals can communicate over a distance with everything seeming like they are physically together. This enables the administrative managers to have their eyes on all activities going on within their jurisdiction, even without their physical presence, and as such administrative activities are effectively coordinated.

Another aspect of digital communication skills that can enhance the job performance of administrative managers is cloud computing skill which is also known as cloud computing

proficiency. Information security, smooth file retrieval, and document production can be made much easier and possible by proficient deployment of cloud computing. Cloud computing proficiency, where Google document ability, Google drive ability and online database management ability, etc. play diverse but collective roles, helps increase the productivity of a remote workforce by allowing teams to communicate and collaborate seamlessly in real-time (Ntiva, 2018). With cloud computing, individuals can utilize services and also collaborate over a network where distance is no longer a barrier. Employees can access information stored in the cloud service via a host machine anytime and from anywhere so they can collaborate with colleagues in other locations in real-time. With the cloud service(s), official data/information can be well secure, colleagues can easily share and retrieve files from their ends, and mailable documents can be quickly produced. This is because there are the proficient usages of Google document, Google drive and online database management system. This is a plus point of adopting virtual computing in business - the remote access. Employees of the organization can access any required data or information and carry on working remotely. All they need is an internet connection. The majority of cloud computing services available today also offer mobile apps that can be readily used to access data from smartphones anywhere at any time (Ward, 2019).

Cloud computing proficiency also allows for effective information dissemination. Collaboration, which is the most beautiful feature of cloud computing, enhances timely information circulation, clearer understanding of organizational policies/goals, and timely feedback of administrative activities. As posited by Willie (2014), proficient use of cloud computing has enhanced managers' job across diverse organizations in disseminating information and getting feedback on time. This implies that when employees collaborate, their real-time communication helps them share information concerning the organization's policies/goals, disseminate information and get feedback on time. This therefore enhances effective information dissemination as administrative managers can reach out virtually to other employees in order to ensure back and forth dissemination of information, as well as communication of organization's goals/policies for clearer understanding. Another way in which cloud computing influences administrative manager job performance is in coordination of activities. Proficient use of Google document, Google drive and online database management system helps an administrative manager to virtually assign tasks to staff, resolve issues pertaining to staff and students, and also supervise operational activities in the department/faculty properly. With easy dissemination and feedback of information across all necessary consumers as made easy by virtualization, administrative managers such as HODs, Deans and Directors can be kept abreast with the current situation of operational activities in their unit, easily allot tasks to staff and also handle complaints coming from students and academic/non-academic staff.

According to Golden (2013), the wide use of information and communication technologies have caused employees feel empowered to access information at any time, in any place, and exchange it across temporal and physical boundaries. For instance, Olson and Lucas (2015) wrote that the efficient and effective use of e-mail allows a rapid flow of messages enabling asynchronous, cheap, and easily disseminated information thereby improving work performance. The use of personal mobile internet devices at the workplace has become ubiquitous since 2012. Mobile internet devices permit employees to enjoy the comforts of doing their jobs not only during but after working hours using only a single device, making it easy for records to be managed effectively (Disterer & Kleiner, 2013). This implies that digital communication skills is relevant which enhance information dissemination as Word Processing; Data Processing; Computing among others are various forms of digital communication skills.

Digital communication skills as well aids effective coordination of administrative activities where there is proper assignment of tasks to staff, resolution of staff and students' complaints, and proper supervision of operational activities in the unit. With proficient handling of email, the administrative

manager can assign tasks to staff by reaching them on their private email accounts or one that is common to all of them.

Furthermore, a study done by Rahmah and Syahida (2010) which sought to examine the impact of workers' proficiency towards their performance in the private service sector in Kuala Lumpur, Malaysia revealed that workers' digital skill has significant positive influence on workers' performance. Besides that, human capital and workers' characteristics also determine workers' performance in the service sector. This implies that workers competence in terms of digital communication skills is pivotal for effective worker performance in terms of record management. Digital communication skills that can enhance the job performance of administrative managers is cloud computing skill which is also known as cloud computing proficiency. Information security, smooth file retrieval, and document production can be made much easier and possible by proficient deployment of cloud computing. Cloud computing proficiency, where Google document ability, Google drive ability and online database management ability, etc. play diverse but collective roles, helps increase the productivity of a remote workforce by allowing teams to communicate and collaborate seamlessly in real-time (Ntiva, 2018). With effective digital communication skill there is adequate record management hence findings from the study is adequate indicating that there is a significant relationship between digital communication skills and record management.

CONCLUSIONS

Based on the findings, the study concluded that digital communication skill enhances Administrative Manager job performance in public tertiary institutions in Rivers State. More specifically, the study concluded that is indispensable for the effective performance of administrative functions in public tertiary institutions in Rivers State in terms of information dissemination, timely tasks completion and records management. It was also concluded that administrative managers who are digitally communication skill will find easier to function in the emerging digital workspace. The study also concluded that Administrative Managers who are not digitally proficient may not be able to effectively and efficiently perform their duties.

RECOMMENDATIONS

Based on the findings and conclusions, the following recommendations were made:

1. Management should come up with administrative policies that will make the use of email and other online platforms compulsory as means of communication across all levels in the administrative system. Constant use of email will go a long in improving the digital communication skills of Administrative Managers.
2. Administrative heads should reintroduce the use of zoom meetings and other online meeting platforms for both educational and administrative communication functions. This will not only facilitate administrative functions, it will also help Administrative Managers to familiarize with web conferencing.
3. Management should decentralize or extend the use of online database management system to departments and faculties to enable Administrative Managers manage unit-based records from the cloud. The use of Departmental or Faculty Google Drive account can help Administrative Managers to store, track and retrieve administrative records securely.

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