Digital Collaboration Platform and Employees' Performance in MTN Southeast, Nigeria

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

Original Research Article

ABSTRACT

This study examined the effect of digital collaboration platform on employees' performance in MTN Southeast, Nigeria. The specific objectives of the study were to: ascertain the effect of digital workplace on employees' task performance and examine the effect of information and communication technology on employees' quality of work done in MTN Southeast, Nigeria. The study made use of survey research design. The population of the study consisted of all MTN employees in Southeast Nigeria. Primary data were elicited through well-structured questionnaire entitled "Digital Collaboration Platform and Employees' Performance Questionnaire." Content validity and face validity was used to validate the research instrument. Cronbach Alpha reliability technique was used in testing the reliability of the study instrument. Descriptive statistics were used to analyze the data obtained from the field and Ordinary Least Square Regression analysis were used to test the study hypotheses. Findings revealed that: At 1% level (Sig < .01) of significance, digital workplace had a positive and significant effect on employees' task performance. At 1% level

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(Sig < .01) of significance, information and communication technology had a positive and significant effect on employees' quality of work done in MTN Southeast, Nigeria. The study concluded that digital collaboration platform had a positive and significant effect on employee's performance in MTN Southeast, Nigeria. The following recommendations were made: The Management of MTN Southeast, Nigeria need to sustain their digital workplace, to improve its effectiveness, they need to integrate unified communication systems for efficient connectivity, combining messaging, video conferencing, and voice calls. Management need to leverage on data analytics to gain insights into employee task performance, identifying areas for improvement and optimizing processes for increased efficiency.

1. INTRODUCTION

1.1 Background to the Study

Digital collaboration platform is a multilevel phenomenon that are indispensably associated with employees' performance in E-business organisations like Mobile Telephone Network (MTN) Nigeria. In the dynamic landscape of telecommunications, the integration of digital collaboration platforms has become a pivotal force reshaping the traditional paradigms of workplace interaction. The advent of digital collaboration platforms has introduced a model on how teams communicate and collaborate in the workplace. Telecommunication organisations like MTN Nigeria are marked by its intricate network structures and constant technological advancements. Thus, traditional hierarchical structures are evolving, and organisations are increasingly relying on these platforms to streamline communication, foster teamwork, and optimize task management. "Also, digital collaboration platform and interconnectedness have shifted the economy from a mainly physical to a Software-controlled economy" [1]. Digitalization utllizes information systems applications, user interfaces and operating systems to enhance productivity and efficiency of work, it can drive the development of value activities, so employees can expect to improve their performance.

"Exploring employee performance in digital collaboration platform of MTN Nigeria may be problematic because of reworking of business strategies, processes, deep transformation of business models and competencies. However, good employee performance is based on a scientific background and practical qualification within the policies and procedures of work, previous experiences, skills and individual abilities. Ideas related to improving the performance of employees should encourage a change of focus that facilitates the process of business digitization and value creation" [2]. "It is universally inviolable that employees' performance is a parameter for organisational performance. Organisations need highly performing individuals in order to meet their goals, to deliver the products and services they specialised in, and to achieve competitive advantage. However, the influence of digital collaboration platform in detecting the nature and extent of employees' performance is unambiguous" [3]. MTN Nigeria espouse digital collaboration platform to gain end-to-end customer experience, optimization of service activities, gaining operational flexibility, managing innovations and launching innovative business model. This was made possible through the adoption of digital workplace and information and communication technology. In MTN Nigeria, employees play an important role in meeting service goals, improving service quality, and increasing organisational efficiency through their task performance and the quality of done.

Nevertheless, as MTN Nigeria strives to meet evolving demands, understanding the ways in which digital collaboration tools influence performance and teamwork is imperative for fostering a resilient and high-performing workforce in an industry that thrives on connectivity and innovation. Therefore, the study will help MTN Nigeria to evaluate the effect their digital collaboration platform; digital workplace and information and communication technology is having on their employees' task and quality of work done in order to ensure that their digital collaboration platform does not obstruct employee performance and derailed employees from attaining the organisation vision and mission. The study will provide practical, sequential and conventional steps that will enable MTN Nigeria to create a conducive digital environment that will foster social interaction,

trust and inclusion within the digital collaboration platform work environment, fine-tune and improve their digital collaboration platform, in order to ensure its support employees' performance towards the attainment of organisational goals, while maintaining motivated, healthy and balanced employees. This study delved into the nuanced relationship between the adoption of digital collaboration platforms and the performance of employees in MTN Southeast, Nigeria.

1.2 Statement of the Problem

Virtual collaboration provides real-time communication between people, but it lacks the aspect of face-to-face interaction. Also, virtual collaboration might provide convenient and efficient meeting options, but network failure and equipment breakdown might limit its use and cripple employees' performance. So ensuring technological infrastructure that can support the seamless operation of digital collaboration tools without causing downtime or hindering performance especially in the developing countries and particularly in the context of MTN Southeast, Nigeria is a challenge. Digitalization may lead to increasing information load, hectic pace of work, multitasking, interruptions that may translate into techno-stress and may obstruct employees' performance. The potential disruption of work-life balance due to increased accessibility and connectivity through digital collaboration platforms might have adverse effects on employees' well-being, thus obstructing performance.

MTN Nigeria digital workplace and information and communication technology encourage life-long learning, continued skills development and up-skilling of employees. These affect employees' asymmetrically and exasperate their efforts in the organisation, which may demotivate them. The achievement of their task performance and the quality of work done may thus become a hallucination to the detriment of MTN Nigeria and its genuine intentions of venturing into digital collaboration platform. Assessing the effect of digital collaboration platforms on employees' performance in MTN Nigeria involves addressing potential challenges related to the seamless integration of these technologies into existing workflows and understanding their influence on employee performance. Against this backdrop, this study was initiated to proffer empirical solutions to the above stated problems and to ensure that MTN Nigeria achieved its organisational goals in digital collaboration platform through enhanced employee performance.

1.3 Objective of the Study

The broad objective of this study is to evaluate the effect of digital collaboration platform on employees' performance in MTN Southeast, Nigeria. The specific objectives of the study are to:

i. ascertain the effect of digital workplace on employees' task performance in MTN Southeast, Nigeria.
ii. examine the effect of information and communication technology on employees' quality of work done in MTN Southeast, Nigeria.

1.4 Research Questions

The following research questions was answered by the study:

i. How does digital workplace affect employees' task performance in MTN Southeast, Nigeria?
ii. What are the effects of information and communication technology on employees' quality of work done in MTN Southeast, Nigeria?

1.5 Hypotheses of the Study

The following null hypotheses were tested:

HO₁: Digital workplace does not have any significant effect on employees' task performance in MTN Southeast, Nigeria.
HO₂: Information and communication technology have no significant effect on employees' quality of work done in MTN Southeast, Nigeria.

2. REVIEW OF RELATED LITERATURE

2.1 Digitalisation

Gartner [4] posited that digitalisation is "the use of digital technologies to transform a business model and create new revenue and value opportunities; it is the process of moving to a digital business". Hinings, Gegenhuber, and Greenwood [5] describe "it as the combined

effect of multiple digital innovations which can change, challenge, or replace the way value is created in organizations, ecosystems, and industries". "Digitalisation, also referred to as digital transformation, is the massive, on-going and profound technological transformation at a societal and industrial level through the implementation and utilisation of digital technology" [6].

2.2 Digital Collaboration Platform

Coughlin and Kadjer [7], defines "digital collaboration as an interaction that utilizes variety of techniques for experts to cooperate, gather data, share information and thoughts, encouraging opportunity for team effectiveness and organisational growth". "Employees can collaborate through the following medium; videoconferencing, audio-conferencing, instant messaging, text messaging, phone calls, conference calls, conference calls, e-mail, wikis, discussion boards, application-specific groupware, or shared databases etc" [8]. "Digital platforms can be defined as a collection of technical elements (software and hardware) and associated organisational processes that mediate between different user groups" [9].

2.3 Employees' Performance

"Performance is a key metric for assessing whether or not a work is completed satisfactorily" (Sopiah, Kurniawan, Nora, & Narmaditya, 2020). "Performance is the result of work carried out in an organisation by employees or a group of employees, in compliance with their respective authorities and obligations, in an attempt to lawfully accomplish the goals of the organisation concerned, not in violation of the law, in accordance with ethics and morality" [10].

2.4 Digital Collaboration Platform and Employees' Performance

"The continuous change that the digitalization of things is bringing along is having a major impact on the workforce at various levels such as rationalisation, knowledge, performance, efficiency, skill set, etc. Digital learning platforms can improve the company's internal education by hosting tailored trainings and development programmes for employees and leaders, where they can attend the training in alignment with their work schedules, matched with their self-pacing and choice of topic" [11,12]. "Within

higher qualified jobs in the digitized world, a new working space is created that allows new collaborative working models due to cloud computing platforms. This new type of collaborative working on clouds permits quick development sprints which constantly and in real time allow managers\leaders to test the performance of each delivered work package. Furthermore, it enables them to take decisions and direct work at a higher speed as well as to make the work performance of each team member transparent" [12].

2.5 Digital Workplace

"Digital transformation is defined as investing in technology to transform traditional work into electronic so that the vital and basic services associated with serving individuals, institutions, and various investments are transformed from their traditional form to the smart electronic form, relying on modern and advanced technologies" [13]. "Its role is in facilitating the process of exchanging information and data without being exposed to spatial or temporal barriers in all sectors and institutions such as education, health, government, and financial services" [14].

2.6 Digital Workplace and Employee Performance

"Digitalization is a growing phenomenon that affects business strategies, structures, and processes, and has potential benefits for performance" [15]. "The continuous change that the digitalization of things is bringing along is having a major impact on the workforce at various levels such as rationalization, knowledge, performance, efficiency, skill set, etc" [12]. "Digital learning platforms can improve the company's internal education by hosting tailored trainings and development programmes for employees and leaders, where they can attend the training in alignment with their work schedules, matched with their self-pacing and choice of topic. These new training methods support the acquisition of skills based on the strategies the organisations follow. However, this on the contrary, demands the employees to be able to continuously learn to be able to keep up with the advancements of technology and avoid rationalization in the long run" [12].

2.7 Information and Communication Technology

Wheelwright and Clark [16] refers "to ICT as software applications that captures, manipulates

and allows access to information, hardware that helps run installed applications and telecommunication devices and networks that facilitate transfer of information within an organisation and beyond". "ICT refers to a wide range of computerized technologies that enable communication and the electronic capturing, processing, and transmission of information. These technologies include products and services such as desktop computers, laptops, hand-held devices, wired or wireless intranet, business productivity software, data storage and security, network security etc" [17].

2.8 Information and Communication Technology and Employee Performance

"ICT has been considered as an important factor that increases productivity especially when investing into R&D, organisation assets, and employees [18]. "In the same way, some research found that using ICT enables us to operate more efficiency, reduce cost, and increase competitiveness at workplace" [19,18]. For example, employees can easily share their working know-how, skills, and knowledge with co-workers [20,18], and improve capability to solve problems by using ICT [18]. "Typically, Internet which is commonly used ICT SW in workplace allows for making the foundation of an inspiring work environment that positively influences workers´ motivations that share the preferences of their firm. Likewise, the utilisation of technology and the internet has helped flexible working, allowing family members flexibility with work hours" [21].

2.9 Empirical Review

Fatima [22] investigated "the relationship between digital transformation and employee readiness as well as to job performance and to investigate the role employee readiness and job satisfaction play in the relationship between job performance and digital transformation. The study used a quantitative analysis by using a questionnaire distributed to employees working in different sectors in Lebanon asking them about digital transformation, about their readiness, and how this might affect their job performance and satisfaction. An SPSS was used to test the relationships between digital transformation, employee readiness, job satisfaction, and job performance. The findings in this study have supported the hypotheses. The study revealed that digital transformation has a positive

relationship with job performance and showed that employee readiness plays a role as a mediator, which helped in the relationship between digital transformation and job performance as well as adding job satisfaction as a second mediator which showed a successful relationship between it and digital transformation and job performance".

Sheshadri, Ranjan, Demetris and Guido [23], investigated "the influence of digital workplace on organisation performance and the moderating role of digital leadership capability in digitally transforming the workplace. The study developed a research model from review of the literature review and dynamic capability view (DCV) theory, and then validated it using the PLS-SEM technique on a sample of 335 respondents from different types of organisations that have embarked on the digital transformation journey. The study finds that the dynamic capabilities of organisations have a significant and positive influence on the digital transformation of the workplace, which in turn improves the employees' work-life balance resulting better employee performance and superior organisation performance".

Dampana and Agbeyegbe [24], examined "the effects of Information Communication Technology (ICT) on employee performance in an organisation. The study reviewed some related literature alongside theoretical framework which have bearing on the subject matter. The study adopts the descriptive survey design in achieving the stated objective. The population of this study consisted of 50 staff of the study organisation with the sample size of 34 drawn via simple random sampling technique. The questionnaire method was used in collecting the data. The data obtained was analyzed using descriptive statistical tools such as tables and frequencies. The findings showed that ICT has improved the skills of workers in the bank thereby improving the employee's performance, that ICT has bought new techniques in all areas of the banks by improving the banking operation. Based on the findings, the researcher recommended that banks should improve more on its ICT so as to enhance its productivity, the use of ICT in the banking sector should not only be restricted to the cities alone, but rural banking should also be improved upon".

Oni and Koko [25] focused "on the influence of ICT skills on office managers' performance in private industries in Port Harcourt Metropolis.

The study adopted a descriptive survey design. The population for the study consisted of 134 oil and Gas private industries in Port Harcourt Metropolis, in River State. Purposive simple random sample techniques was used to get 145 office managers as sample size. The instrument used for data collection in the study was titled "Influence of ICT Skills on Office Managers' Performance in Private Industries in Port Harcourt". A test re-test method was used to obtain and to establish coefficient of stability of 0.77. The data collected for the study were analyzed using descriptive statistics to answer the responses of the research questions, while the null hypotheses were tested using z-test. The findings revealed that computer appreciation skills and database management skills greatly influence office managers' performance in private industries in Port Harcourt. The study recommended training in the use of office equipment should be carried out on a quarterly basis to increase the knowledge level of managers and subsequently their performance".

2.10 Theoretical Review

Technology Acceptance Model was reviewed and applied to the study as the underpinning theory.

2.11 Technology Acceptance Model

The Technology Acceptance Model (TAM) proposed by Davis [26] plays a fundamental role in explaining user behaviour when employees are introduced to new technology and systems. "The TAM is adapted from the Theory of Reasoned Action (TRA), with the main difference between the two being the removal of the attitude construct from the TRA" (Venkatesh *et al.,* 2003). Perceived Usefulness (PU) and Perceived Ease of Use (PEOU) are considered by Davis [26] to be key factors in explaining employee behaviour. Davis [26] defines PU as: "the degree to which a person believes that using a particular system would enhance his or her job performance" and PEOU as "the degree to which a person believes that using a particular system would be free of effort". By drawing on this concept of PU and PEOU, Davis [26], suggests the constructs can be used by business practitioners to anticipate whether a new technology or system is likely to be accepted, and if it is not, then various interventions could be identified to enhance employee acceptance, for example user testing, training and greater education.

Thus the present study argued that if MTN Nigeria adopts and operationalized the principles of Technology Acceptance Model in the implementation of their digital collaboration platform it will propel their employee performance, especially by helping their employees appreciate the perceived usefulness of the digital collaboration platform in the realization of their organisational vision and mission and how their perceived ease of use of digital collaboration platform will enhance their performance and upsurge their individual contributions towards the realization of the organisation mission and vision. This will help to make their employees more inclined to work in the digital collaboration platform and improve their performance and quality of done.

2.12 Gap in Literature Review

There is no gain saying that digital collaboration platform, organisational digitalization and employees' performance are among the contemporary issues in organisational evolution and human resource management, however many scholars had endeavour to establish the relationship between digital collaboration platform, organisational digitalization and employees' performance. The research efforts of scholars like: Fatima [22], Guzmán-Ortiz, et al. [27], Hahn [28]; Indrihastuti and Indi [29], Sheshadri, et al. [23], and Teng, et al. [30], were consulted and they served as a template for the present study. These scholars endeavoured to establish the relationship between digital collaboration platform, organisational digitalization and employees' performance in different contexts and environment. However, there are paucity of literature that the present study filled. The present study focused on digital collaboration platform and employees' performance in MTN Southeast, Nigeria of which no known study to the researcher has covered. Furthermore, the present study bridged the gap on the effect of digital workplace on employees' task performance and effect of information and communication technology on employees' quality of work done in the Nigerian context and MTN in particular, of which dearth of literature exist. Therefore, the present study filled these notable gap in literature [31,32].

2.13 Conceptual Framework of Digital Collaboration Platform and Employees' Performance in MTN
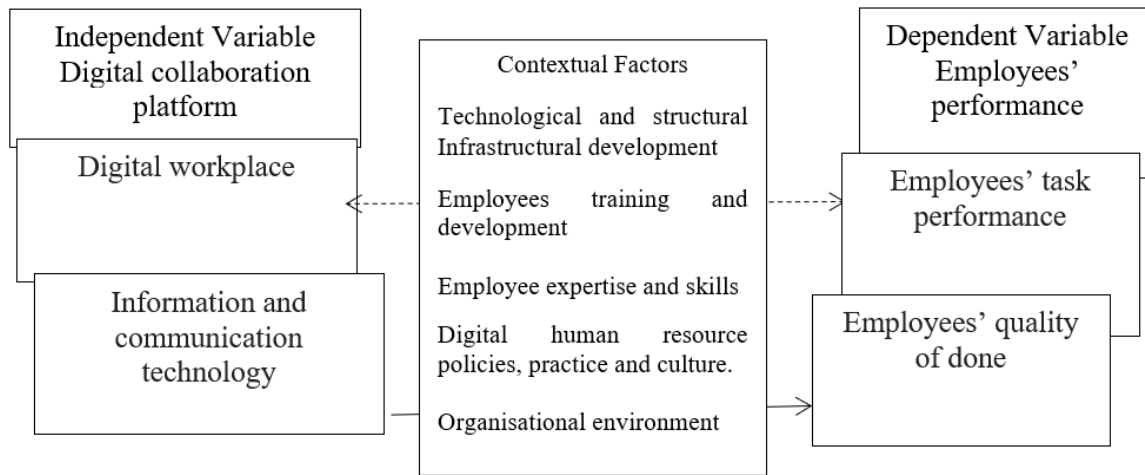

Fig. 1. Conceptual framework designed by the researcher 2023

3. METHODOLOGY

The study made use of survey research design. The population of the study consisted of all MTN employees in Southeast Nigeria, which included MTN Nigeria employees from Abia State, Imo States, Anambra State, Enugu States and Ebonyi State. MTN Nigeria has a total of 616 employees across their different branches and offices that make up the Southeast Zone. The study sample size was calculated using Taro Yamane's formula and were computed to be 243 respondents. Bowley's proportional allocation formula was used to deduce the number of respondents that were sampled from MTN Nigeria Offices in each of these states. The study made use of both primary and secondary sources of data. Primary data was elicited through well-structured questionnaire entitled "Digital Collaboration Platform and Employees' Performance Questionnaire." The questionnaire were a closed ended type designed in five points Likert Scale (Strongly Agree = SA, Agreed = A, Disagreed = D, Strongly Disagreed = SD and Neutral = N). The close ended questionnaire has two to five options. The questionnaire were structured into two sections A and B, which captured the objectives and hypotheses of the study.

The study made use of random sampling techniques and purposive sampling techniques. Random sampling techniques were used in sampling the study respondents that are in major cities in Southeast Nigeria. The study made use of both online and face-to-face questionnaire administration. Through the database obtained by the researcher from MTN Nigeria Head Offices, which contained the MTN Nigeria employees' contacts and email addresses, the researcher purposively sent emails to the MTN Nigeria employees in the remote areas of Southeast Nigeria that were not covered by face-to-face questionnaire administration to obtain their consent to participate in the study and also send them the online link to visit and complete the survey online.

The study made use of Content validity and Face validity, while Cronbach Alpha reliability technique were used in testing the reliability of the study instrument. The decision rule was based on the coefficient of correlation that is up to 0.8 and above. The study made use of descriptive statistics and inferential statistics. Descriptive statistics such as frequency, mean and standard deviation was used to analyze the data obtained from the field work. Ordinary Least Square Regression analysis was used in testing the study hypotheses with the aid of Statistical Packages for Social Sciences (SPSS) version 23. Based on 243 questionnaire distributed in MTN Nigeria Offices in the five (5) states in South East Nigeria, 212 questionnaire were returned, which represent 87.1% questionnaire return rate, while 200 valid questionnaire returned were used for the data analysis.

3.1 Data Presentation and Analysis

3.1.1 Respondents opinion on digital workplace in MTN Southeast, Nigeria

Table 1 revealed that out of the 200 respondents, 74 respondents strongly agreed that MTN Southeast, Nigeria drives on digital literacy and creativity which is among the components of digital workplace practiced in the orgnision, 88 respondents agreed, 13 respondents disagreed, 6 respondents strongly disagreed and 19 respondents were undecided. There was no missing value. The responses gave a Mean value of 3.96 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 1.190, which showed that more than the average number of the respondents agreed that MTN Southeast, Nigeria drives on digital literacy and creativity which is among the components of digital workplace in the practiced in the orgnisation.

In the second item, out of the 200 respondents, 68 respondents strongly agreed that MTN Southeast, Nigeria deals on digital products and services, 79 respondents agreed, 19 respondents disagreed, 8 respondents strongly disagreed and 26 respondents were undecided. There was no missing value. The responses gave a Mean value of 3.77 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 1.313, which showed that

more than the average number of the respondents agreed that MTN Southeast, Nigeria deals on digital products and services.

In the third item, out of the 200 respondents, 86 respondents strongly agreed that digital innovation and collaboration drives MTN Southeast, Nigeria to new strategic roadmaps, 94 respondents agreed, 7 respondents disagreed, 1 respondents strongly disagreed, 12 respondents were undecided. There was no missing value. The responses gave a Mean value of 4.21 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 0.994, which showed that more than the average number of the respondents agreed that digital innovation and collaboration drives MTN Southeast, Nigeria to new strategic roadmaps.

In the fourth item, out of the 200 respondents, 72 respondents strongly agreed that digital transformation team guide MTN Southeast, Nigeria strategy and operations, 84 respondents agreed, 14 respondents disagreed, 6 respondents strongly disagreed and 24 respondents were undecided. There was no missing value. The responses gave a Mean value of 3.87 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 1.273, which showed that average number of the respondents agreed that digital transformation team guide MTN Southeast, Nigeria strategy and operations.

Table 1. Descriptive statistics analysis result on the respondents opinion on digital workplace in MTN Southeast, Nigeria.

S/N	Items	SA	A	D	SD	U	M	Std. Dev.
1	My organisation drives on digital literacy and creativity	74	88	13	06	19	3.96	1.190
2	My organisation deals on digital products & services	68	79	19	08	26	3.77	1.313
3	Digital innovation and collaboration drives the organisation to new strategic roadmaps	86	94	07	01	12	4.21	0.994
4	Digital transformation team guide the organisational strategy and operations	72	84	14	06	24	3.87	1.273
5	Digital business strategy and culture are supported by organisational Management	82	91	09	01	17	4.10	1.112
	N						**200**	
	Totoal Mean						**19.91**	
	Grand Mean						**3.98**	
	Benchmark Mean						**3.0**	

Source: *Field Survey 2023*

In the fifth item, out of the 200 respondents, 82 respondents strongly agreed that digital business strategy and culture are supported by MTN Southeast, Nigeria Management, 91 respondents agreed, 9 respondents disagreed, 1 respondent strongly disagreed and 17 respondents were undecided. There was no missing value. The responses gave a Mean value of 4.10 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 1.112, which showed that more than the average number of the respondents agreed that digital business strategy and culture are supported by MTN Southeast, Nigeria Management.

Therefore, Table 2 revealed that the model of digital workplace in MTN Southeast, Nigeria adopted in the study is positive, as the model revealed a Grand Mean of 3.98 which is above the Benchmark Mean of 3.0. The respondents from MTN Southeast, Nigeria also revealed that digital workplace are among the components of digital collaboration platform practiced in MTN Southeast, Nigeria.

3.1.2 Respondents opinion on employees task performance in MTN Southeast, Nigeria

Table 2 revealed that out of the 200 respondents, 88 respondents strongly agreed that digital workplace in MTN Southeast, Nigeria help them to achieve their job specified targets, 94 respondents agreed, 4 respondents disagreed, 2 respondents strongly disagreed and 12 respondents were undecided. There was no missing value. The responses gave a Mean value of 4.22 which is above the Benchmark Mean point of 3.0 and a Standard Deviation

value of 0.998, which showed that more than the average number of the respondents agreed that digital workplace in MTN Southeast, Nigeria help them to achieve their job specified targets.

In the second item, out of the 200 respondents, 79 respondents strongly agreed that digital workplace in MTN Southeast, Nigeria help them to achieve their job responsibilities, 90 respondents agreed, 6 respondents disagreed, 2 respondents strongly disagreed and 23 respondents were undecided. There was no missing value. The responses gave a Mean value of 4.00 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 1.228, which showed that more than the average number of the respondents agreed that digital workplace in MTN Southeast, Nigeria help them to achieve their job responsibilities.

In the third item, out of the 200 respondents, 81 respondents strongly agreed that digital workplace in MTN Southeast, Nigeria enable them to apply their technical knowledge where necessary to achieve results in the organisation, 89 respondents agreed, 10 respondents disagreed, 6 respondents strongly disagreed, 14 respondents were undecided. There was no missing value. The responses gave a Mean value of 4.12 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 1.112, which showed that more than the average number of the respondents agreed that digital workplace in MTN Southeast, Nigeria enable them to apply their technical knowledge where necessary to achieve results in the organisation.

Table 2. Descriptive statistics analysis result on the respondents' opinion on employees' task performance in MTN Southeast, Nigeria

S/N	ITEMS	SA	A	D	SD	U	M	Std. Dev.
1	With digital workplace I achieve my job specified targets	88	94	04	02	12	4.22	0.998
2	With digital workplace I achieve my job responsibilities	79	90	06	02	23	4.00	1.228
3	Digital workplace enable me to apply my technical knowledge where necessary	81	89	10	06	14	4.12	1.112
4	Digital workplace help me to handle multiple job assignments simultaneously	78	91	07	02	22	4.01	1.209
5	Digital workplace enable me to accomplish task successfully without much supervision	73	86	14	06	21	3.92	1.225
	N						**200**	
	Total Mean						**20.27**	
	Grand Mean						**4.05**	
	Beanchmark Mean						**3.0**	

Source: *Field Survey 2023.*

In the fourth item, out of the 200 respondents, 78 respondents strongly agreed that digital workplace in MTN Southeast, Nigeria help them to handle multiple job assignments simultaneously in the organisation, 91 respondents agreed, 7 respondents disagreed, 2 respondents strongly disagreed and 22 respondents were undecided. There was no missing value. The responses gave a Mean value of 4.01 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 1.209, which showed that more than the average number of the respondents agreed that digital workplace in MTN Southeast, Nigeria help them to handle multiple job assignments simultaneously in the organisation.

In the fifth item, out of the 200 respondents, 73 respondents strongly agreed that digital workplace in MTN Southeast, Nigeria enable them to accomplish task successfully without much supervision in the organisation, 86 respondents agreed, 14 respondents disagreed, 6 respondent strongly disagreed and 21 respondents were undecided. There was no missing value. The responses gave a Mean value of 3.92 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 1.225, which showed that more than the average number of the respondents agreed that digital workplace in MTN Southeast, Nigeria enable them to accomplish task successfully without much supervision in the organisation.

Thus, Table 3 revealed that the model of employees' task performance in MTN Southeast,

Nigeria adopted in the study is positive, as the model revealed a Grand Mean of 4.05 which is above the Benchmark Mean of 3.0. The respondents from MTN Southeast, Nigeria also revealed that digital workplace help them to accomplish their task performance in the organisation.

3.1.3 Respondents opinion on information and communication technology in MTN Southeast, Nigeria

Table 4 revealed that out of the 200 respondents, 91 respondents strongly agreed that telecommunications in MTN Southeast, Nigeria integrates confidentiality and integrity in their work processes in the organisation, 98 respondents agreed, 2 respondents disagreed, 1 respondents strongly disagreed and 8 respondents were undecided. There was no missing value. The responses gave a Mean value of 4.32 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 0.866, which showed that more than the average number of the respondents agreed that telecommunications in MTN Southeast, Nigeria integrates confidentiality and integrity in their work processes in the organisation.

In the second item, out of the 200 respondents, 74 respondents strongly agreed that intelligent building and management systems in MTN Southeast, Nigeria smoothened their work processes, 89 respondents agreed, 12 respondents disagreed, 7 respondents strongly disagreed and 18 respondents were undecided.

Table 3. Descriptive statistics analysis result on the respondents opinion on information and communication technology in MTN Southeast, Nigeria

S/N	Items	SA	A	D	SD	U	M	Std. Dev.
1	Telecommunications integrates confidentiality and integrity in your work processes	91	98	02	01	08	4.32	0.866
2	Intelligent building and management systems smoothened work processes	74	89	12	07	18	3.97	1.177
3	Network-based control and monitoring functions facilitates work processes	79	92	06	02	21	4.03	1.190
4	Business system integration enhances work processes	82	96	05	01	16	4.14	1.078
5	File sharing and management enablers facilitates your work processes	85	93	09	03	10	4.20	0.972
	N						**200**	
	Total Mean						**20.66**	
	Grand Mean						**4.13**	
	Beanchmark Mean						**3.0**	

Source: Field Survey 2023.

There was no missing value. The responses gave a Mean value of 3.97 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 1.177, which showed that more than the average number of the respondents agreed that intelligent building and management systems in MTN Southeast, Nigeria smoothened their work processes.

In the third item, out of the 200 respondents, 79 respondents strongly agreed that network-based control and monitoring functions in MTN Southeast, Nigeria facilitates their work processes, 92 respondents agreed, 6 respondents disagreed, 2 respondents strongly disagreed, 21 respondents were undecided. There was no missing value. The responses gave a Mean value of 4.03 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 1.190, which showed that more than the average number of the respondents agreed that network-based control and monitoring functions in MTN Southeast, Nigeria facilitates their work processes.

In the fourth item, out of the 200 respondents, 82 respondents strongly agreed that business system integration in MTN Southeast, Nigeria enhances their work processes, 96 respondents agreed, 5 respondents disagreed, 1 respondents strongly disagreed and 16 respondents were undecided. There was no missing value. The responses gave a Mean value of 4.14 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 1.078, which showed that more than the average number of the respondents agreed that business system integration in MTN Southeast, Nigeria enhances their work processes.

In the fifth item, out of the 200 respondents, 85 respondents strongly agreed that file sharing and management enablers in MTN Southeast, Nigeria facilitates their work processes, 93 respondents agreed, 9 respondents disagreed, 3 respondent strongly disagreed and 10 respondents were undecided. There was no missing value. The responses gave a Mean value of 4.20 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 0.972, which showed that more than the average number of the respondents agreed that file sharing and management enablers in MTN Southeast, Nigeria facilitates their work processes.

Therefore, Table 4 revealed that the model of information and communication technology in MTN Southeast, Nigeria adopted in the study is positive, as the model revealed a Grand Mean of 4.13 which is above the Beanchmark Mean of 3.0. The respondents from MTN Southeast, Nigeria also revealed that information and communication technology are among the components of digital collaboration platform adopted in MTN Southeast, Nigeria.

Table 4. Descriptive statistics analysis result on the respondents' opinion on employees' quality of work done in MTN Southeast, Nigeria

S/N	Items	SA	A	D	SD	U	M	Std. Dev.
1	ICT platform enables me to deliver my task accurately	88	96	04	01	11	4.24	0.973
2	ICT platform enables me to accomplish task with specified quality and quantity required	77	91	12	03	17	4.04	1.129
3	Working with ICT platform help in preferring solutions to customers complaints	80	94	08	02	16	4.10	1.094
4	Working with ICT platform help me to be proficient and deliver my task effectively	72	85	13	07	23	3.88	1.262
5	Working with ICT platform makes my work neat and with good time management	86	92	06	02	14	4.17	1.052
	N						**200**	
	Total Mean						**20.43**	
	Grand Mean						**4.08**	
	Beanchmark Mean						**3.0**	

Source: Field Survey 2023.

3.1.4 Respondents opinion on employees quality of work done in MTN Southeast, Nigeria

Table 4 revealed that out of the 200 respondents, 88 respondents strongly agreed that Information Communication Technology (ICT) platform in MTN Southeast, Nigeria enables them to deliver their task accurately in the organisation, 96 respondents agreed, 4 respondents disagreed, 1 respondents strongly disagreed and 11 respondents were undecided. There was no missing value. The responses gave a Mean value of 4.24 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 0.973, which showed that more than the average number of the respondents agreed that ICT platform in MTN Southeast, Nigeria enables them to deliver their task accurately in the organisation.

In the second item, out of the 200 respondents, 77 respondents strongly agreed that ICT platform in MTN Southeast enables them to accomplish task with specified quality and quantity required in the organisation, 91 respondents agreed, 12 respondents disagreed, 3 respondents strongly disagreed and 17 respondents were undecided. There was no missing value. The responses gave a Mean value of 4.04 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 1.228, which showed that more than the average number of the respondents agreed that ICT platform in MTN Southeast enables them to accomplish task with specified quality and quantity required in the organisation.

In the third item, out of the 200 respondents, 80 respondents strongly agreed that working with ICT platform in MTN Southeast, Nigeria help them in preferring solutions to customers' complaints in the organisation, 94 respondents agreed, 8 respondents disagreed, 2 respondents strongly disagreed, 16 respondents were undecided. There was no missing value. The responses gave a Mean value of 4.10 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 1.094, which showed that more than the average number of the respondents agreed that working with ICT platform in MTN Southeast, Nigeria help them in preferring solutions to customers' complaints in the organisation.

In the fourth item, out of the 200 respondents, 72 respondents strongly agreed that working with ICT platform in MTN Southeast, Nigeria help them to be proficient and deliver their task effectively in the organisation, 85 respondents agreed, 13 respondents disagreed, 7 respondents strongly disagreed and 23 respondents were undecided. There was no missing value. The responses gave a Mean value of 3.88 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 1.262, which showed that more than the average number of the respondents agreed that working with ICT platform in MTN Southeast, Nigeria help them to be proficient and deliver their task effectively in the organisation.

In the fifth item, out of the 200 respondents, 86 respondents strongly agreed that working with ICT platform in MTN Southeast, Nigeria makes their work neat and with good time management, 92 respondents agreed, 6 respondents disagreed, 2 respondent strongly disagreed and 14 respondents were undecided. There was no missing value. The responses gave a Mean value of 4.17 which is above the Benchmark Mean point of 3.0 and a Standard Deviation value of 1.052, which showed that more than the average number of the respondents agreed that working with ICT platform in MTN Southeast, Nigeria makes their work neat and with good time management.

Thus, Table 5 revealed that the model of employees' quality of work done in MTN Southeast, Nigeria adopted in the study is positive, as the model revealed a Grand Mean of 4.08 which is above the Benchmark Mean of 3.0. The respondents from MTN Southeast, Nigeria also revealed that ICT help them to improve on the quality of work done in the organisation.

3.1.5 Hypotheses testing

Hypothesis one

Digital workplace does not have any significant effect on employees' task performance in MTN Southeast, Nigeria.

The result in Table 5 revealed the effect of digital workplace on employees' task performance in MTN Southeast, Nigeria. The result revealed that digital workplace with the regression coefficient of (0.893) is significant and positively affected employees' task performance in MTN Southeast, Nigeria at 1% level (Sig < .01) of significance. The result portrays that an increase in digital workplace will lead to a positive increase in

Table 5. Ordinary least regression analysis result on the effects of digital workplace on employees' task performance in MTN Southeast, Nigeria

Variable	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	**Std. Error**	**Beta**		
(Constant)	2.252	0.072		31.428	0.000
Digital workplace	0.682	0.024	0.893	27.875	0.000
R²		**0.797**			
R²		**0.796**			
F-Statistics		**777.021**			

a. *Dependent Variable: Employees' task performance.*
b. *Predictor: Digital workplace.*
c. *Source: Field Survey 2023.*

employees' task performance in MTN Southeast, Nigeria by 0.893. Therefore, at 1% level (Sig < .01) of significance, digital workplace had a positive and significant effect on employees' task performance in MTN Southeast, Nigeria.

The **R- square** which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 79.7% of the total variation in employees' task performance in MTN Southeast, Nigeria was explained by the variation in digital workplace. While the **Adjusted R** explains the effect of decrease in the degree of freedom arising from the independent variable. The **F-statistics** (777.021) is significant at 1% level, which shows the overall significance of the entire model. Therefore, the independent variables in the model was significant in explaining the change in the dependent variable.

Based on the above results in Table 5, which revealed that at at at 1% level (Sig < .01) of significance, digital workplace had a positive and significant effect on employees' task performance in MTN Southeast, Nigeria., the researcher rejected the null hypothesis which states: "Digital workplace does not have any significant effect on employees' task

performance in MTN Southeast, Nigeria" and accepted the alternate hypothesis which states: "Digital workplace had a significant effect on employees' task performance in MTN Southeast, Nigeria."

Hypothesis two

Information and communication technology have no significant effect on employees' quality of work done in MTN Southeast, Nigeria.

The result in Table 6 revealed the effect of information and communication technology on employees' quality of work done in MTN Southeast, Nigeria. The result revealed that Information and communication technology with the regression coefficient of (0.889) is significant and positively affected employees' quality of work done in MTN Southeast, Nigeria at 1% level (Sig < .01) of significance. The result portrays that an increase in information and communication technology will lead to a positive increase in employees' quality of work done in MTN Southeast, Nigeria by 0.889. Therefore, at 1% level (Sig < .01) of significance, information and communication technology had a positive and significant effect on employees' quality of work done in MTN Southeast, Nigeria.

Table 6. Ordinary Least Regression analysis result on the effect of information and communication technology on employees' quality of work done in MTN Southeast, Nigeria

Variable	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	**Std. Error**	**Beta**		
(Constant)	2.113	0.075		28.187	0.000
Information and communication technology	0.693	0.025	0.889	27.389	0.000
R²		**0.791**			
R²		**0.790**			
F-Statistics		**750.168**			

a. *Dependent Variable: Employees' quality of work done.*
b. *Predictor: Information and communication technology.*
c. *Source: Field Survey 2023.*

The **R- square** which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 79.1% of the total variation in employees' quality of work done in MTN Southeast, Nigeria was explained by the variation in information and communication technology. While the **Adjusted R** explains the effect of decrease in the degree of freedom arising from the independent variable. The **F-statistics** (750.168) is significant at 1% level, which shows the overall significance of the entire model. Therefore, the independent variables in the model was significant in explaining the change in the dependent variable.

Based on the above results in Table 6, which revealed that at at at 1% level (Sig < .01) of significance, information and communication technology had a positive and significant effect on employees' quality of work done in MTN Southeast, Nigeria., the researcher rejected the null hypothesis which states: "Information and communication technology have no significant effect on employees' quality of work done in MTN Southeast, Nigeria" and accepted the alternate hypothesis which states: "Information and communication technology had significant effect on employees' quality of work done in MTN Southeast, Nigeria."

4. DISCUSSION OF FINDINGS

The results in Table 5, revealed that: At 1% level (Sig < .01) of significance, digital workplace had a positive and significant effect on employees' task performance in MTN Southeast, Nigeria.

The result is in agreement with the findings of Fatima [22] Sheshadri, Ranjan, Demetris and Guido [23]. Fatima [22] investigated the relationship between digital transformation and employee readiness as well as to job performance and revealed that digital transformation has a positive relationship with job performance. Sheshadri, Ranjan, Demetris and Guido [23], investigated the influence of digital workplace on organisation performance and the moderating role of digital leadership capability in digitally transforming the workplace and revealed that dynamic capabilities of organisations have a significant and positive influence on the digital transformation of the workplace, which in turn improves the employees' work-life balance resulting better employee performance and superior organisation performance.

The results in Table 6, revealed that: At 1% level (Sig < .01) of significance, information and communication technology had a positive and significant effect on employees' quality of work done in MTN Southeast, Nigeria.

The result is in consonant with the findings of Dampana and Agbeyegbe [24], Oni and Koko [25]. Dampana and Agbeyegbe [24] examined the effects of information communication technology on employee performance in an organisation and revealed that information and communication technology has improved the skills of workers in the bank thereby improving the employee's performance. Oni and Koko [25] investigated the influence of information and communication technology skills on office managers' performance in private industries in Port Harcourt Metropolis and revealed that computer appreciation skills, database management skills greatly influence office managers' performance in private industries in Port Harcourt.

5. CONCLUSION

Based on the study findings the study concluded that digital collaboration platform had a positive and significant effect on employee's performance in MTN Southeast, Nigeria. This inference drawn is in tandem with tenets of Technology Acceptance Model which anchored the study. Technology Acceptance Model opined that Perceived Usefulness (PU) and Perceived Ease of Use (PEOU) to be the key factors in explaining employee behaviour. It futher states that PU is the degree to which a person believes that using a particular system would enhance his or her job performance and PEOU as the degree to which a person believes that using a particular system would be free of effort. Thus, digital collaboration platform PU and PEOU by employees in MTN Southeast, Nigeria lead to its positive effects on their performance. The conclusion drawn valides the tenets of Technology Acceptance Model.

6. RECOMMENDATIONS

Based on the study findings, the following recommendations was consider essential:

i.   The Management of MTN Southeast, Nigeria need to sustain their digital workplace. However, to improve its efficiency and effectiveness they need to integrate unified communication systems for efficient connectivity, combining

messaging, video conferencing, and voice calls to streamline communication channels. They need to invest in digital training programmes to enhance employees' digital literacy, enabling them to make the most of the available technological tools for improved task performance. Furthermore, Management need to leverage on data analytics to gain insights into employee task performance, identifying areas for improvement and optimizing processes for increased efficiency.

ii. The Management of MTN Southeast, Nigeria need to maintain their information and communication technology channels. However, to improve its effectiveness, Management need to utilize data analytics tools to gain insights into network performance, customer behaviour, and operational efficiency, enabling data-driven in decision-making. Management need to facilitate remote work capabilities through secure VPNs and cloud-based applications, allowing employees to work efficiently from anywhere.

Contributions to Knowledge

With the successful completion of this study, it is imperative to detail how the study contributed to knowledge.

i. The study offers a practical model that explain conceptual framework of digital collaboration platform and employees' performance that boost the understanding of the constructs and contribute valuable insights to organisational leaders and policymakers.

ii. The study provided honest appraisal of the effect of digital collaboration platform on employees' performance, highlighting strategies that can be adopted to understand the unique dimension between digital collaboration platform and employees' performance in the context of telecommunication industry.

iii. It showcased the multifaceted effect of digital collaboration platforms on employees' performance in telecommunications industry, providing a comprehensive understanding of digital collaboration platforms role in shaping modern work environments, ensuring smooth operations and effective communication.

iv. It provided practical, sequential and conventional steps that will assist telecommunication organisations to fine-tune and improve their digital collaboration platform, to ensure its support employees' performance towards the attainment of organisational goals, while maintaining motivated, healthy and balanced employees.

CONSENT

As per international standards or university standards, Participants' written consent has been collected and preserved by the author(s).

ETHICAL APPROVAL

As per international standards or university standards written ethical approval has been collected and preserved by the author(s).

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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