ISSN: 448X - 2750
Volume 9, Number 2, 2022
Journal of Innovations in Accounting and Information Management

CORPORATE INTERNET USAGE AND ORGANIZATIONAL PERFORMANCE OF TELECOMMUNICATION FIRMS IN PORT HARCOURT

Dr Vinazor James and Ekanem, Beatrice
[1]Department of Office and Information Management, [2]MSc Student, Department of Office and Information Management, Faculty of Management Sciences, Ignatius Ajuru University of Education, Port Harcourt, Rivers State, Nigeria

ABSTRACT
The study examined the relationship between corporate internet usage and organizational performance of telecommunication firms in Port Harcourt. The explanatory cross sectional survey research design was adopted for this study. The population of this study consisted of one hundred (100) registered telecommunication firms in Port Harcourt. The entire population of one hundred (100) registered telecommunication firms was used as the study sample with a total of two hundred (200) managers as respondents. Thus, this study is a census research which involves using the entire population rather than drawing a sample from it. The collection of primary data was done using a questionnaire designed by the researcher. Structured questionnaire was used as instrument for data collection after face-validation. test-retest method was used to test the internal consistency of the instrument. Out of two hundred (200) copies of the questionnaire administered, a total of one hundred and eighty-two (182) were retrieved. Arithmetic mean and standard deviation was used for univariate analysis while bivariate analysis was done using Spearman Rank Order Correction.The findings revealed that there is a significant positive relationship betweencorporate intranet usage and measures of organizational performance like market share, customer satisfaction and corporate reputation. It was also found that technological infrastructure has a significant moderating role in the relationship between knowledge management system usage and organizational performance of telecommunication firms in Port Harcourt. The study concluded that knowledge management system usage is a major determinant of the performance of telecommunication firms in Port Harcourt. It was equally concluded that telecommunication firms who fail to adopt proper knowledge management system, might find it really challenging in competing favourably in the global market. The research therefore, recommended that Management of telecommunication firms could constantly upgrade their intranet infrastructure to promote timely knowledge sharing amongst workers which will improve organizational performance.

Keywords: Corporate Internet Usage, Market Share, Customer Satisfaction, Corporate Reputation

INTRODUCTION
Many firms even in the telecommunication firms in Nigeria and Rivers State in particular have not fully adopted knowledge management systems to capture, share and utilize their information and knowledge resource in their organization. Many of the managers are yet to see the need to capture, document, and make the best use of the wealth of organizational knowledge assets (tacit or explicit) Lee & Choi, (2013), thereby leading to the loose and wastage of valuable knowledge assets in these organizations. Most of the telecommunication firms in Rivers State are experiencing serious decline in market share, revenue generation, and poor image due to unsatisfactory service delivery.

There is a problem of non-functional intranet in most of these firms which unnecessarily increases the cost of sharing files/information in the system (Barclay & Murray, 2017). Many of them have also failed to capture and document tacit knowledge so they lose valuable knowledge each time their talented staff leaves the organization for other organizations in the same line of business. This leads to loss of competitive advantage and loss of customers or patronage because in most cases, the firm is unable to get an equally-talented staff to fill the gap. Observation has also shown that most of the managers and other top decision makers in the industry are unable to efficiently use database management systems. This has resulted to delay in decision making, poor service delivery and loss of patronage.
Another issue that necessitated this study is the fact that there appears to be a dearth of empirical studies on how Corporate internet usage interacts with organizational performance within the context of telecommunication firms in Port Harcourt. This is the knowledge gap this study sought to fill.

Corporate Intranet Usage and Organizational Performance

$Ho_{1:}$ There is no significant relationship between corporate intranet usage and market share of telecommunication firms in Port Harcourt.

$Ho_{2:}$ There is no significant relationship between corporate intranet usage and customer satisfaction of telecommunication firms in Port Harcourt.

$Ho_{3:}$ There is no significant relationship between corporate intranet usage and corporate reputation of telecommunication firms in Port Harcourt.

Organizations are occupied with several work activities so they develop a private website that could enable them handle some of their business activities. The above process could be called intranet. This assists them in a very lofty extent in ensuring organizational performance. An intranet is meant for the exclusive use of the organization and its associates (customers, employees, members, suppliers, etc.) and is protected from unauthorized access with security systems such as firewalls. Intranets provide services such as email, data storage, and search and retrieval functions, and are employed in disseminating policy manuals and internal directories for the employees, price and product information for the customers, and requirements and specifications for the suppliers. This enable organization increase their customer base, satisfy customers and also maintain good reputation. This is in line with the assertion of Gore, (2013) that larger organizations allow users within their intranet to access the public Internet through firewall servers that have the ability to screen messages in both directions so that company security is maintained. This for sure leads to quality of work, efficiency of staff in decision making, improvement and development of processes, staff relationship with their leaders, diversity of services and products, innovations, market share, staff skills and experience in problem solving, new methods and modern techniques of product development.

Intranets are often adopted for specific objectives such as reducing printing costs (Gore, 2013) and improving business effectiveness through better communication, collaboration and sharing of information. Managers often portray intranets as “business tools” and use financial arguments such as direct cost savings and increase in revenues to justify investment in these technologies. However, the conceptualization of intranets as business tools and the focus on tangible benefits is myopic and problematic. It is myopic because intranets have a broader impact on organizations than just on business processes because they change perceptions and behavior. It is problematic because if employees perceive the intranet as “just work”, they tend to be less interested and engaged with the system (Tomislav, et al. 2012).

The effects of intranets on organizations become more visible over time, especially the intangible effects on employee perception and behavior. For example, Denton (2003) argues that employees perceive themselves as part of the organization through what they read on the intranet. Employees also develop a greater sense of belonging, of organizational commitment and an increased awareness of what is happening. These intangible effects have been compared to the kind of benefits accrued from "air conditioning", which improves the wellbeing of all employees but can only be indirectly related to increased sales or cost reductions.

In the intranets literature indirect benefits relate to, for example, how improved internal communication encourages more loyal and committed staff because employees feel that they are being kept informed of important developments. Results show that an effective intranet significantly enhances information dissemination. Vuorikari, et al. (2016) study how Hewlett Packard's (HP) new intranet increased employee perception of empowerment, improved satisfaction and productivity.

Another study of HP's intranet Michelle and Lori (2013) illustrates how intranets may be used to manage crisis and gather organizational support for initiatives such as fighting large scale staff redundancies. Employees used the intranet to support a voluntary payroll reduction when HP was going through a large staff redundancy program. The study reports that over 90% of HP's staff volunteered for a salary reduction through the intranet. The intranet allowed staff to check how many others had already volunteered and this generated a snowball effect motivating more staff to join in. Yasodara, et al. (2016) show how senior management used the intranet for planned organizational change and to promote a culture of transparency and openness. Management believed that the intranet would support the new philosophy by breaking down existing information fortresses and promoting openness and sharing of information and ideas.

Intranets are also used by top management during mergers and acquisitions. Intranets reach wide audiences fast and reliably allowing for consistency and integrity of communication. Cowley (2001) describes how the intranet was used during the merger between Norwich Union Life and Honeywell International while Sam (2017). describe the use of the intranet during the merger between Chevron and Texaco in the US. The impacts above are hard to quantify in financial terms (Benjamin, 2018). Hence, Castro-Schez et al (2005) argue that a hard approach to measuring the return on investment of intranet systems is counterproductive.

Literatures reviewed about have shown that truly the provision of knowledge management systems such as intranet systems or facilities in organizations including telecommunication marketing firms have a significant relationship with the overall performance of such an organization. Also, as seen in the above discussed literatures, the presence and effective use of corporate intranet intranet affects the job performance of employees which in turn affect the performance of the organization in their market share, profitability, brand reputation and other measures of organizational performance.

Theoretical Framework

This work was anchored on the socio-technical theory. Seconded by resource-base theory.

Social-Technical Theory

The socio-technical theory is attributable to Eric Trist, Ken Bamforth and Fred Emery, during the World War II era, based on their work with workers in English coal mines at the Tavistock Institute in London (https://en.wikipedia.org/wiki/Socio technical system, 2017). The theory is made up of two main constructs joined together: socio has to do with people and society while 'technical' has to do with machines and technology. The term "socio-technical" refers to the interrelatedness of social and technical aspects of an organization.

The socio-technical theory holds that business organizations are made up of human beings working together in social groups using equipment, tools, methodologies and knowledge to achieve desirable changes in the system and to bring about the achievement of corporate goals as well as outperforming competitors (Walker, et al 2016). This theory holds that changes in organizations and the capacity of organizations to compete favourably in the market are influenced by demands from the external environment which impacts information systems changes in an organization. The socio-technical theory describes how societal changes provoke or necessitates changes in the techniques, procedures, infrastructure and technologies used in organizations (Norris and Moon, 2005). Telecommunication firms more than ever before are facing serious competition from sister organizations and as a way of coping and outperforming their competitors, individual telecommunication firms have to adopt electronic knowledge management systems such as intranet, document management system, and decision support system to harness and maximize the information and knowledge resources (especially explicit knowledge) to gain competitive advantage in terms of high market share, high net profit, and strong brand reputation.

The socio-technical theory was founded on two cardinal assumptions:

i) "The interaction of social and technical factors creates the conditions for successful (or unsuccessful) system performance" (Walker, et al., 2016). These interactions are comprised partly of linear 'cause and effect' relationships, the relationships that are normally 'designed', and partly from 'non-linear', complex, even unpredictable relationships, which are those that are often unexpected.

ii) The second major principle of socio-technical theory is that "optimization of either socio, or far more commonly the technical, tends to increase not only the quantity of unpredictable, 'un-designed', non-linear relationships, but those relationships that are actually injurious to the system's performance" (Walker, et al., 2016). Thus, second principle of sociotechnical theory hinges on joint optimisation. This second principle holds that improving only one aspect of the organization (e.g. workforce) and abandoning the other element (technical computer systems, and other knowledge management infrastructure) will be detrimental to the system. Both the human and technological resources of an organization must be optimized simultaneously for expected results to be achieved. The implication of the joint optimization principle of socio-technical theory in the telecommunication sector is that continuous capacity building to increase workers' awareness of how to use knowledge management tools may not lead to competitive advantage except it is matched with an upgrade of knowledge management systems such as intranet, document management system and decision support systems. In this jet age, where knowledge is the life blood of any organization; an organization may not be able to outperform its competitors if its knowledge resources are not properly harnessed and shared within the organization.

The justification of the socio-technical theory as the theoretical foundation of this study is based on the fact that the theory talks about how the interaction between people and information technology affects organizational performance. It is therefore reasonable to adopt a theory such as this since the work is aimed at getting empirical evidence on how knowledge management system usage interacts with organizational performance.

METHODOLOGY

The research design for this study was the explanatory cross sectional survey research design. The population of the study consists of one hundred (100) registered telecommunication firms in Port Harcourt. This information obtained from Rivers State Yellow Page. Questionnaire was the major instrument for data collection. The Statistical Package for Social Sciences (SPSS) Version 20.0 was used for the analyses. Arithmetic mean and standard deviation was used for research question analyses (univariate analyses) while the test of hypotheses (bivariate analyses) was done using Correlational Statistical tool such as Spearman Rank Order Correlation.

Results

Corporate Intranet Usage and Organizational Performance

$Ho_{1:}$ There is no significant relationship between corporate intranet usage and market share of telecommunication firms in Port Harcourt.

$Ho_{2:}$ There is no significant relationship between corporate intranet usage and customer satisfaction of telecommunication firms in Port Harcourt.

$Ho_{3:}$ There is no significant relationship between corporate intranet usage and corporate reputation of telecommunication firms in Port Harcourt.

Correlations between Corporate Intranet Usage and Organizational Performance

			Corporate Intranet Usage	Market Share	Customer Satisfaction	Corporate Reputation
Spearman's rho	Corporate Intranet Usage	Correlation Coefficient	1.000	0.644**	0.679**	0.483**
		Sig. (2-tailed)	.	.000	.000	.000
		N	182	182	182	182
	Market Share	Correlation Coefficient	**0.644****	1.000	0.772**	0.773**
		Sig. (2-tailed)	.000	.	.000	.000
		N	182	182	182	182
	Customer Satisfaction	Correlation Coefficient	**0.679****	. 0.772**	1.000	0.639**
		Sig. (2-tailed)	.000	.000	.	.000
		N	182	182	182	182
	Corporate Reputation	Correlation Coefficient	**0.483****	0.773**	0.639**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	182	182	182	182

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

Source: SPSS Output

Column two of table above shows r value of 0.644 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating corporate intranet usage and market share. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho_1) which states that there is no significant relationship between corporate intranet usage and market share of telecommunication firms in Port Harcourt was rejected and the alternate hypothesis (Ha_1) was accepted. This implies that there is a high significant relationship between corporate intranet usage and market share of telecommunication firms in Port Harcourt.

Column three of table above shows r value of 0.679 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating f corporate intranet usage and customer satisfaction. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho_2) which states that there is no significant relationship between corporate intranet usage and customer satisfaction of telecommunication firms in Port Harcourt was rejected and the alternate hypothesis (Ha_2) was accepted. This implies that there is a high significant relationship between corporate intranet usage and customer satisfaction of telecommunication firms in Port Harcourt.

Column four of table above shows r value of 0.483 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating corporate intranet usage and corporate reputation. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho_3) which states that there is no significant relationship between corporate intranet usage and corporate reputation of telecommunication firms in Port Harcourt was accepted and the alternate hypothesis (Ha_3) was rejected. This implies that there is a moderate significant relationship between corporate intranet usage and corporate reputation of telecommunication firms in Port Harcourt.

These results above showed that there is a significant positive relationship between corporate intranet usage and organizational performance in terms of market share, customer satisfaction and corporate reputation of telecommunication firms in Port Harcourt**.**

Corporate Intranet Usage and Organizational Performance

$Ho_{1:}$ There is no significant relationship between corporate intranet usage and market share of telecommunication firms in Port Harcourt.

$Ho_{2:}$ There is no significant relationship between corporate intranet usage and customer satisfaction of telecommunication firms in Port Harcourt.

$Ho_{3:}$ There is no significant relationship between corporate intranet usage and corporate reputation of telecommunication firms in Port Harcourt.

The test of hypotheses one, two, and three revealed that corporate intranet usage significantly enhances the performance of telecommunication firms in Port Harcourt in terms of market share, customer satisfaction and corporate reputation. This implies that proper usage of organizational intranet in terms of private website and collaboration platform brings about a corresponding improvement of telecommunication firms in Port Harcourt. This finding is in agreement with the findings of Cowley (2001) that the use of intranet enhances team cohesiveness and promotes the achievement of organizational targets. The use of corporate intranet makes it possible for management and staff of an organization share useful files, data, information, and knowledge in real time which enhances workflow and productivity. Intranet makes it possible for telecommunication information to provide answers to the questions and demands of customers and other stakeholders with ease from different branches at a very fast rate and this goes a long way to satisfying customers and retaining them.

As succinctly found by Omerzel (2010), the use of intranet in an organization promotes effective internal communication and facilitates service delivery, customer satisfaction, achievement of set targets. High market share, strong brand reputation, and increasing profit margin are cardinal targets of telecommunication marketing firms, and the more connected and easier members of these organization share knowledge, the more efficient and effective the organization becomes in coping with the demands of the ever-evolving competitive telecommunication market. Intranet makes it possible for staff in different branches under different circumstances to access and utilize functional knowledge that bring about better performance, market expansion, strong brand reputation, and increased financial returns. This is in line with the system theory which assumptions of the system theory that every aspect of an organization is key and fundamental to the overall well-being of the organization and no part can work in isolation. Intranet makes it possible for knowledge inherent in a branch or department to be accessed and utilized by other branches. This makes problem solving easier and increases sales volume, wins the trust of customers and stakeholders, and brings about higher profitability (Rajalampi, 2011; Waheed, et al. 2011).

Similarly, Tomislav et al. (2012) found that intranets are also used by top management during mergers and acquisitions so as to achieve the organizational goals and set objective. Thus, it reaches wide audiences fast and reliably allowing for consistency and integrity of communication. However, senior management used the intranet for planned organizational change and to promote a culture of transparency and openness. Management believed that the intranet would support the new philosophy by breaking down existing information fortresses and promoting openness and sharing of information and ideas.

CONCLUSIONS

Base on the analyses and discussion of findings, the study concludes that there is a significant positive relationship between corporate intranet usage and organizational performance in telecommunication firms in Port Harcourt. This implies that consequent usage of corporate intranet system brings about a corresponding improvement in the performance of telecommunication firms in Port Harcourt in terms of market share, customer satisfaction and corporate reputation. Telecommunication firms who fail to adopt proper knowledge management system, might find it really challenging in competing favourably in the global market.

RECOMMENDATIONS

Based on the findings, the following recommendations were made:

1. Management of telecommunication firms could constantly upgrade their intranet infrastructure to promote timely knowledge sharing amongst workers which will improve organizational performance.
2. Management of telecommunication firms could ensure that their employees at all level utilizes their private website.
3. Management of telecommunication firms could encourage collaboration platforms among their employees.
4. Management could ensure that all relevant data regarding customers and other stakeholders as well as the experiences and skills of workers are adequately captured, stored, and made securely accessible across customized computer systems in all branches to make operations more efficient.

REFERENCES

Barclay, R.O. & Murray, P. (2017). What is knowledge management? Knowledge Praxis. Http://www.media-access.com/what.

Benjamin, R. T. (2018). *Private website*. https://www.iwla.org/docs/default-source/chapter-docs/google-sites/googlesite_private.pdf?sfvrsn=6

Castro-Schez, J.J. Jimens, L. Moreno, J. & Rodringues, L. (2005). Using fuzzy reporting table – based technique for decision support. *Decision Support Systems,* 39, 293-307.

Gore, M. (2013). *Elements of systems analysis.* Brown Co. Publishers.

Lee, H. & Choi, B. (2013). Knowledge management enablers, processes, and organizational performance: An integrative view and empirical examination. *Journal of Management Information Systems*, 20(1), 179-228.

Michelle, O. & Lori, T. (2013). Teaching innovative design reasoning: How concept– knowledge theory can help overcome fixation effects. *Artificial Intelligence for Engineering Design, Analysis and Manufacturing, 25*(1), 77-92.