

THE SIGNIFICANCE OF DIGITAL COMMUNICATION LETTERING ON MANAGERS' EFFECTIVENESS IN TELECOMMUNICATION COMPANIES IN RIVERS STATE, NIGERIA

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Abstract: *The paper examined the effect of digital communication lettering on manager effectiveness in telecommunication companies in Rivers State. The study aimed to ascertain the relationship between digital communication lettering and manager effectiveness. The study adopted an explanatory cross-sectional survey research design. The study population consisted of selected twenty (20) telecommunication companies in Rivers State, Nigeria. The purposive sampling technique, which involves picking the entire population, was adopted in this work. A structured questionnaire titled "Digital Communication Lettering and Managers Effectiveness Index (DCLMEI)" was used. The questionnaire was designed on a Five-point Likert scale and had the following response options: Very Great Extent (VGE) 5; Great Extent (GE) 4; Moderate Extent (ME) 3; Low Extent (LE) 2, and; Not At All (NA) 1. Cronbach Alpha was used to determine the reliability of the instrument. One hundred (100) questionnaires were distributed to the selected twenty (20) telecommunication companies in Rivers State, and the researcher was able to retrieve eighty-eight (88) copies. The Statistical Package for Social Sciences (SPSS) Version 20.0 was used for the analysis. The hypotheses were tested using the Spearman Rank Order Correlation Statistical tool. The study found that: abbreviations have a high positive relationship with manager effectiveness in telecommunication companies in Rivers State; letter forms have a moderate positive relationship with manager effectiveness in telecommunication companies in Rivers State, and; emoji/GIF has a strong positive relationship with manager effectiveness in telecommunication companies in Rivers State. The study concluded that digital communication lettering in terms of abbreviations, letterforms, and emoji/GIF is an excellent tool for managers across organizations, especially telecommunication companies, to grow their effectiveness in their job lines. Therefore, the study recommended that managers in telecommunication companies and sister organizations intentionally do most of their communication in and outside the organization through smart devices and digital platforms, as this will optimize their effectiveness with colleagues, subordinates, and customers/clients through improved digital lettering ability.*

Keyword: Digital Communication Lettering, Abbreviations, Letter Forms, Emojis, GIFs, Manager Effectiveness

Background of Study

Using computers, cellphones, and other compatible smart devices to send and receive e-mails and social media platforms have become a common practice among people. It is accomplishing much more in the workplace than anyone may have imagined when it was first introduced and adopted. Removing social media and e-mail contact from a person's working tools is practically equivalent to disabling their employment in many organizations, especially in telecommunications businesses. However, the importance of lettering in this context does not stop there. In this communication style, lettering is one significant element impacting digital communication. According to Ge & Herring (2018), managers and staff proficient at manipulating letters, words, and images in their online conversations find it entertaining and helpful to perform their duties. To reflect this, managers are responsible for educating themselves on how to use digital communication successfully for their results, particularly effectiveness. A manager's interpersonal, informational, and decision effectiveness can be improved by their ability to control alphabet letters, symbols, numerals, digital photos (static or animated), and other characters individually or in combination to express an idea or emotion in electronic communication.

Digital communication lettering, conceptually speaking, is the editing of alphabets, symbols, digits, digital images (static or animated), and other characters alone or in combination to create word (s) in electronic communication to convey an idea or emotion. It is any text produced using (and typically meant for viewing on) a computer, smartphone, or another similar digital device, according to Nordquist (2018). Digital lettering has made communication more accessible, especially for individuals adept at using it. Everyone who uses digital platforms and devices to communicate nowadays is involved in its lettering, utilizing emojis, stickers, GIFs, acronyms, and other letterforms to convey thoughts and feelings. Abbreviations, letterforms, and emoji/GIFs are all examples of digital communication lettering.

An abbreviation is a simplified word or phrase that is typically used in writing to reflect the full version of the term or phrase (Sampson, 2017). It usually ends with a complete stop. Examples are "Lib" for a library, "abbrev" for acronym, and "approx" for approximation. A letter form is an alphabetic letter's shape, particularly from a design or development perspective (Merriam-Webster

Dictionary, 2020). This means a letter form involves employing an alphabet's letters to create designs (individually or together) to represent an idea. Digital graphics, either static or moving, such as emojis and GIFs, are used in electronic communication to convey thoughts and emotions (Graham, 2019). Since visuals are processed more quickly than text, their creation attempts to enable people to communicate more feeling and expression through movement than through the static written word. The significant issue is whether a manager, especially in telecommunications firms, will be able to increase their effectiveness after being trained on abbreviations, letter formats, and emojis/GIFs. Thus, the primary motivation behind this study's decision to conduct this research is to determine the connection between management effectiveness and digital communication lettering.

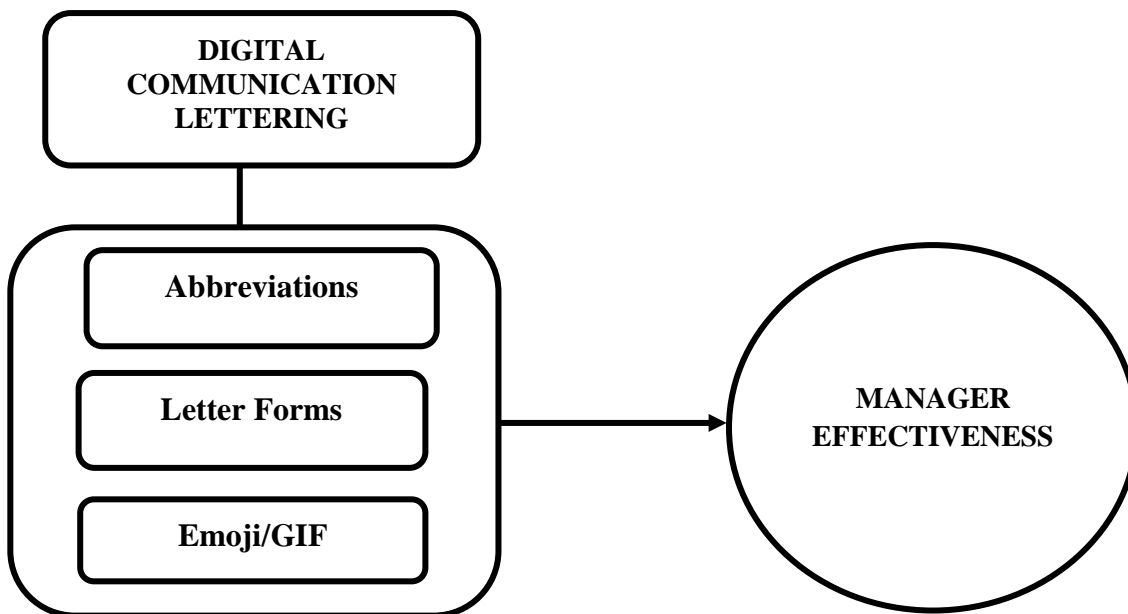
Statement of Problem

Recently, it has been seen that managers at telecommunications firms are not writing as fluently as they should while talking online. Many have trouble understanding and even using acronyms; many are unable to use emoticons and GIFs. Moreover, few stickers, emoticons, and GIFs are understood and used by most of them. As a result, communication between them and the people they interact with on the job has become quite monotonous and dull.

Additionally, research has revealed that little concrete and empirical work has been done on the idea of "management effectiveness and digital communication lettering." Therefore, researchers must determine how digital communication lettering might affect manager effectiveness, where manager effectiveness becomes constant when digital communication lettering is dimensionalized into abbreviations, letterforms, and emojis/GIFs.

Conceptual Framework

Fig. 1: Conceptual framework showing the relationship between digital communication lettering and manager effectiveness.



Source: Desk Research, 2021.

Aim and Objectives of the Study

This study aims to ascertain the relationship between digital communication lettering and manager effectiveness. The specific objectives include:

1. To determine the relationship between using abbreviations and a manager's communication effectiveness.
2. To determine the relationship between using letter forms and manager effectiveness communication.
3. To determine the relationship between using Emojis/GIFs and manager effectiveness in communication.

Research Hypotheses

This research tested the null hypotheses listed below at a 0.05 level of significance:

Ho₁: There is no significant relationship between abbreviations and manager effectiveness in telecommunication companies in Rivers State.

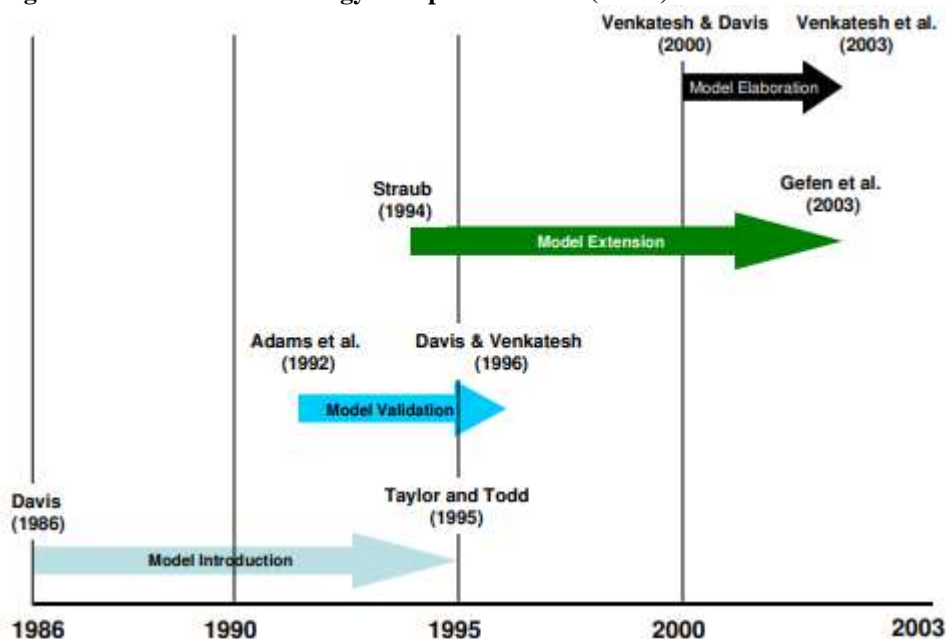
Ho₂: Ho₁: There is no significant relationship between using letter forms and manager effectiveness communication.

Ho₃: Ho₁: There is no significant relationship between using Emojis/GIFs and manager effectiveness in communication.

Theoretical Framework

Davis' (1985) Technology Acceptance Model (TAM) claims that a potential adopter's attitude and expectations of the innovation affect the likelihood that it will be adopted, continuing along the subject of opinions and attitudes influencing innovation adoption (Davis, 1985). Two key ideas in TAM are how the potential adopter views the innovation in terms of its usability, how simple it will be to learn and put into practice, its possible convenience and how much it will help the user perform better on a personal or professional level (Straub, 2009). Davis thought that of the two factors, simplicity of use had the most effect on perceived usefulness since the more likely an adopter is to employ innovation and experience improved productivity, the more likely it is that the invention will benefit them (Davis, 1985). In a subsequent study, Davis found that perceived usefulness and technology adoption had a stronger association than perceived usefulness and adoption. He concluded from his test results that individuals would not adopt a technology no matter how simple it is to understand if they did not believe it would increase their productivity.

Fig. 2: Transition of Technology Acceptance Model (TAM)



Source: (Lee et al., 2003).

An investigation into the essential variables influencing whether someone joins an online travel community in the U.K. provides an example of the use of TAM to examine innovation uptake. The study examined several characteristics, some of which are described in TAM but not covered in this chapter, including compatibility, perceived usability, and perceived simplicity of use. The researchers concluded that all parameters significantly influenced participation in online travel communities. In summation, it was discovered from the experiments conducted during this time that TAM could accurately forecast the acceptance behavior of information systems under various technological and environmental conditions. Additionally, it was discovered that TAM was a considerably more straightforward, user-friendly, and effective model of the factor determining user acceptance of computer technology (Igarria et al., 1997).

Managers who don't employ modern digital communication letterings, such as abbreviations, letter formats, and Emoji/GIF, will consequently experience significant inefficiency and sluggish operations (Odu, 2018). Conversely, those that adapt and use developing digital communication paradigms, particularly when it comes to letters, will benefit from high levels of effectiveness, efficiency, and speed. However, because this theoretical presumption has not been empirically checked and verified across organizations, there is a need to investigate how digital communication lettering affects manager effectiveness thoroughly.

Concept of Digital Communication Lettering

Before deciphering what is meant by "digital communication lettering," it would make a lot of sense first to comprehend what "lettering" and "digital communication" individually entail. The term "lettering" refers to the practice of drawing letters rather than

just writing them (Foster, 2018). Lettering is considered an art form where each letter in a phrase or quote acts as an illustration. Lettering is the process of adding notes to a sign or the letters that have been written (Shinn, 2017). Each letter is meticulously crafted and plays a distinct part in the composition. Lettering is designed as an image, with letters that are intended to be combined in a particular way.

By the definition of this study's concept, lettering refers to the various manipulations made with alphabets, symbols, numerals, and other characters alone or when combined to form word (s) to convey the intended idea(s) or feelings. Lettering encompasses decorative lettering like sign painting and custom graphics for comic books and blueprints. For instance, lettering in stone, lettering for ads, tire lettering, fillet ad, graffiti, or chalkboards. Lettering can be created by hand, with a stylus, on a digital surface, with stencils, or by using a vector program. Hand-lettering is a term used to describe lettering that was not produced using digital means.

When it comes to digital communication, Patrick (2019) defines it as the act of imparting knowledge to others at a specific time and location through the use of digital technologies like computers, tablets, and other comparable electronic gadgets. Digital communication, to put it simply, refers to an organization's online communication activities. Most businesses today engage with their present and potential customers, employees, and other stakeholders through various online channels, such as their website, mobile chat, and blogs (Doyle, 2019). They require digital marketing specialists who are well-versed in taking advantage of this fusion of messaging and technology. Professionals in digital communications are in charge of everything, from developing online brand assets to growing an active social media following. More choices exist today than a few decades ago for quickly and widely disseminating a message. Two definitions of digital communication were provided by Ronald (2020):

- Electronic information transmission using any digital medium.
- The processes that use digital channels to send messages and information

Having established what lettering and digital communication collectively stand for, we now attempt to define what lettering means in digital communication. Online writing, sometimes known as digital communication lettering, is any text generated on (and typically intended for viewing on) a computer, smartphone, or another similar digital device (Nordquist, 2018). Another name for it is digital writing. Texting, instant messaging, e-mailing, blogging, tweeting, and leaving comments on social media sites like Facebook are all digital communication letters.

The primary distinction between digital communication lettering (also known as online writing) and paper/offline lettering is that. In contrast, people purchase newspapers and periodicals intending to read them and typically surf the Internet. If you want them to keep reading, you must capture and hold their attention (Hennessy, 2016). Overall, online writing is shorter and snappier and should provide the reader with more interaction. Learning about and incorporating new digital tools into an existing toolbox of writing processes, practices, skills, and mental habits is not enough to create digital communicative lettering. Digital communication lettering is about how writing and communication have undergone significant changes and what it means to write, produce, compose, and communicate.

The idea behind digital communication Lettering is the manipulation of alphabets, symbols, digits, static or moving digital images, and other characters used alone or in combination to form a word (s) in electronic communication to convey an idea or emotion. Digital lettering has made communication more accessible, especially for individuals adept at using it. Everyone who uses digital platforms and devices to communicate nowadays is involved in its lettering, utilizing emojis, stickers, GIFs, acronyms, and other letterforms to convey thoughts and feelings. What a line or more of words cannot say, a sticker, emoji, or GIF can. The use of acronyms, letter formats, emoticons, stickers, GIFs, and other digital communication tools is now commonplace, making it exciting and mind-blowing to all. These components have created formal and informal electronic communication into the fascinating form it is today. Bass (2016) claimed that digital communication will never be dull again, given all the extras it has been adorned with.

For instance, letter forms can be employed as graphics in social media and other technological forms of communication to communicate excellent ideas. To make digital communication simple and convenient, people also use abbreviations, such as "pls" to mean "please," "mgt" to mean "management," etc. Emojis, stickers, and GIFs are used to convey a variety of emotions that words alone may not be able to convey, especially to persons who lack a large number of active vocabulary terms or who do not understand a large number of vocabulary words. Although there are many dimensions to digital communication letters, this work decides to dimensionalize them into abbreviations, letter shapes, and emoji/GIFs.

Dimensions of Digital Communication Lettering

Abbreviations: An abbreviation is a shortened word version (Abraham, 2018). Abbreviations come in handy when writing when you need to fit a lot of information into a limited amount of space. Also, to make your sentences easier to read, you can use them in place of long or awkward terms. An abbreviation is an abbreviated word or phrase typically used in writing to reflect the full version of the term or phrase (Sampson, 2017). It usually ends with a complete stop.

For instance, people employ the numbers 2 to stand for "to" and "too," "c" for "see," "u" for "you," and "y" for "why," among other words. It cannot be assumed that all of these abbreviations will be understood by most Internet or e-mail users. This is because the pronunciation of the accompanying letter or digit serves as the basis for these acronyms. This makes communication between friends and coworkers relatively simple and quick for those who understand how to use them.

Although some acronyms, whether digital or not, are unacceptable, especially in official writing. According to Dawan (2019), abbreviations should adhere to the following guidelines in addition to many others:

- Avoid, e.g., and, i.e., instead, use, for example, and for instance.
- Avoid etc. There isn't really an alternative, so rewrite the sentence.
- Avoid dept., govt. Use department, government.
- Avoid NB; instead, use note that.
- Avoid vs. or v, instead use versus or against (except in Law reports or cases)

This means that even when a manager communicates via WhatsApp, e-mail, Facebook, Twitter, Instagram, etc., he should exercise caution when using abbreviations because doing so renders some of them, as listed above as being unofficial. However, when properly used, especially in official settings, acronyms through digital communication platforms speed up and simplify communication for all parties. For instance, since they are recognized in all English-speaking countries, it is officially acceptable to use B.Sc. for Bachelor of Science, Mr. for Mister, B.Ed. for Bachelor of Education, etc.

Letter Forms: A letter's shape is referred to as a letterform, letter-form, or letter in typography, paleography, calligraphy, and epigraphy. A sort of glyph called a letterform is a particular physical technique to write an abstract character or grapheme. For instance, medieval scholars may talk about the specific handwriting patterns that set one script apart from another. The history of letterforms is covered in fields of study pertaining to tools used in writing. The study of letterforms engraved in stone or other durable materials is known as epigraphy. The study of writing in ancient and medieval manuscripts is known as paleography. The art of calligraphy focuses on ornamental writing's letterforms, typically done in ink. The arrangement of letterforms created for computer or metal print is known as typography. In a broader sense, letterforms can be discussed anywhere that letters are used aesthetically, such as in graffiti.

The shape of a letter used in typography, calligraphy, paleography, and epigraphy is referred to as a letter form, or letterform, when used in the singular (Jonah, 2017). Therefore, letterforms are a variety of typographic features, such as letters, numbers, symbols, and punctuation. The first time anyone used a stylus on stone, letterforms must have been used. But as of now, Letterforms is a singular word in our company name. Furthermore, we possess a unique position among graphic design and production companies. Beyond only letter shapes, Letterforms helps clients create the perfect publications for their requirements by including their organizational images, logos, text, preferences for colors and visual impressions, and communication objectives. We aim to design a document layout for each client that will efficiently and aesthetically communicate their message to the target audience.

A letterform, letter-form, or letter form is a term explicitly used in typography, paleography, calligraphy, and epigraphy to denote a letter's shape, according to Definitions.net (2018). A glyph, often known as a letterform, is a particular physical technique to write an abstract symbol or grapheme. In a certain sense, letterform only refers to how individual letters are created. While typography refers to the design and use of letterforms, the term "letterforms" is frequently used to denote the study and design of individual letters. As a result, "letterform" refers to any graphic component of a script, typeface, or font, not only letters. In a different sense, letterform refers to the distinctive letter shapes that give a text its aesthetic. In this way, medieval scholars, for example, could talk about the unique characteristics of a script that set it apart and defined it from other writings.

A letter form is an alphabetic letter's shape, particularly from a design or development perspective (Merriam-Webster, 2020). This means that a letter form involves employing an alphabet's letters to create designs (individually or together) to represent an idea. These days, virtually all business names are written in letterforms. Letter forms are also used in the creation of several logos. Ingredients used to pique clients' interests include these and others.

In modern digital communication, people employ letter shapes as visuals to convey various ideas, including business logos, concepts for locations, and commercial ideas. For instance, Instagram offers a variety of letter formats that users can use to communicate a wide range of ideas.

Emoji/GIF: In computer-mediated communications (CMCs), online visual communicative elements are termed "graphicons" (graphical icons) by Herring and Dainas (2017). This encompasses emoji, emoticons, GIFs, pictures, and videos. Similar to how

facial and body expressions enable face-to-face communication, they support the otherwise entirely text-based conversation (Lo, 2008). Three important sorts of graphicons in MIM are emoticons, emojis, and stickers. They may be transmitted by just clicking or touching on cellphones (Tang & Foon, 2019).

Digital graphics, either static or moving, such as emojis and GIFs, are used in electronic communication to convey ideas and emotions (Graham, 2019). Since visuals are processed more quickly than text, their creation attempts to enable people to communicate more feeling and expression through movement than through the static written word. They are very easily usable by everyone (not just the kids!) and incorporated on numerous platforms. This straightforward "short-hand" communication gives conversation more character, humor, and humanity. With brevity becoming increasingly crucial given the volume of information we now absorb daily, the usage of visuals in business is also growing. We are increasingly substituting images for words when expressing ourselves.

Additionally, the usage of images is evolving into a societal norm and an essential component of our daily life (they are now so popular that there is even an emoji movie, clothing, and merchandise). Emojis, stickers, and GIFs are just a few examples of how technology businesses have influenced and reinforced cultural trends. Companies like Facebook have also used these visuals to deepen their understanding of platform users and monetize that understanding through ads. Can you imagine what Facebook could accomplish with 150 of your reactions? According to a study published in January 2015 by researchers from the Universities of Cambridge and Stanford, Facebook only needed 150 "Likes" to get to know you better than your friends and family. But typically, people utilize these graphics to add humor to online conversations.

An animated gif is a brief video that loops back on itself repeatedly. Emojis are essentially little colored drawings that have been created by someone to depict a condition, emotion, or sentiment. If you want to convey happiness or anger, copy and paste this emoji. Emojis express ideas and feelings through graphics that solely represent facial expressions. Emojis thus employ facial expressions to convey emotions or ideas in mind. Emoji and GIF are fundamentally different in that GIF is animated while emoji is static. GIFs may therefore express thoughts and feelings more fully than emojis. If emoticons, stickers, and GIFs were removed from chats, they would become incredibly dull (Fred, 2020). It now appears that individuals cannot live without these components that have made online talks so intriguing and enjoyable in the past.

Emojis enable businesses to connect emotionally with customers and humanize business communication. Emojis are increasingly used in marketing research due to their efficiency in expressing emotion. However, whether these visuals facilitate complicated human conversation and increase efficiency in communication is still up for debate, and the answer can only be known if one is confident that the image is being understood in an intended way.

Emojis, stickers, and GIFs are considerably distinct; therefore, care must be used when using and interpreting them. Stickers and GIFs rarely function cross-platform, but since emojis adhere to the Unicode standard, they are universal and can enable people to communicate over linguistic and occasionally cultural obstacles (Graham, 2019). GIFs are one of the most popular online formats for expressing emotion, and some individuals believe they can express themselves more fully through this format than through written words. According to a recent survey, 70% of U.S. consumers use graphics like emojis and GIFS in text and mobile messaging, and 80% said they helped people comprehend their thoughts and feelings more effectively than words (Fred, 2020). Although these graphics can be altered advantageously, users should exercise caution because they may appear differently on different devices and may not be understood correctly, especially by people from different cultural backgrounds. According to a University of Minnesota study, people can interpret certain emojis quite differently, mainly because they appear differently on other platforms, leading to misinterpretation or communication problems.

According to some scholars, online graphics might one day serve as a worldwide symbolic language (Azuma & Ebner, 2008) to address linguistic and cultural differences. Asian traders, for instance, used emojis to communicate with one another in business transactions (Feng et al., 2016). Conversely, other academics suggest that further specifics should be explored about this universality claim. For instance, different renditions of the same emoji may differ. Cultural differences also exist. Ge & Herring (2018) discovered that while an emoji sequence could be simple for a Chinese user, it can be exceedingly difficult for a Westerner to understand. While emoji may be developing into a language, they concluded that "emoji language is not the same across cultures."

The Concept of Manager Effectiveness

A manager oversees a specific area of a business or "manages" the company (Sela, 2018). According to Ward (2019), a manager oversees the people and the operations within a specific organization. In other words, the manager is the one in charge of supervising the completion of tasks. For example, the employees in a department may be under the management of the department's manager. The manager may occasionally be in command of the entire company. A restaurant manager, for instance, is in charge of the whole establishment.

A manager is an individual who primarily performs managerial duties. They ought to have the authority to employ, fire, discipline, evaluate performance, and keep track of attendance. Additionally, they must have the power to approve overtime and vacations. The boss is they. A manager's daily responsibilities include overseeing staff members or a particular business division. As a result, an effective manager gains the trust of their team, accomplishes set goals and objectives, and ensures corporate operations proceed without hiccups regularly (McQuerrey, 2019).

According to Michael (2019), the phrase "management effectiveness" can refer to several things, including the accomplishment of organizational objectives, a rise in production and profit, worker satisfaction, growth, and diversification. It seeks to produce the most possible from the least amount of input. Organizations are sustained by effective managers both now and in the future. A company needs to be able to operate well, expand, and evolve in the future. An organization that does not plan for the future has destroyed capital or has insufficient means to generate enough income for the organization to survive. A successful manager works to ensure their organization's continued existence, expansion, and environmental adaptation.

An excellent manager is someone who can coach, lead, and listen. (McQuerrey, 2019). In addition, such a person expressly possesses the following qualities:

- A capacity for listening: When communicating with personnel, effective managers actively listen. This makes it more likely that problems, complaints, and queries will be acknowledged and addressed.
- Having the power to inspire others: Effective managers inspire teams by setting a positive example and ensuring they have the resources they need to succeed.
- An aptitude for coaching: Coaching and mentoring help employees realise their full potential in the workplace. Effective managers are aware of this and give their workers chances to succeed.

When managers practice what they preach, even when it is highly challenging, their subordinates have greater regard for them and more faith in their leadership style. Employees are encouraged to witness managerial effectiveness in action by such a management style. A good manager ensures that staff members enjoy their duties even in the most serious of professions. To do this, make sure that workloads are fair and manageable, assign individuals to things they want, promote teamwork and co-working projects, and include the opportunity for breaks, relaxation, and team-building activities. Effective managers seek out employee opinion to keep the office as stress- and strife-free as possible while still maintaining high productivity and a quality work output. However, the concepts used in this work to quantify managerial effectiveness are interpersonal, informational, and decisional effectiveness.

The ability to engage with people is the essence of interpersonal effectiveness. It involves techniques we employ to take care of interpersonal relationships, balance demands with priorities, strike a balance between "shoulds" and "wants," and develop a sense of empowerment and self-respect. The purpose of our interactions can make or break our capacity to interact with others. Gaining our objective, sustaining our relationships, and maintaining our self-respect are the three primary objectives of contact. Every one of these goals calls for interpersonal abilities. While some interpersonal skills will be helpful in various contexts, some will be particularly crucial for accomplishing one of these goals. When trying to achieve our goals, we need the ability to be clear about what we need from the encounter and what we need to do to acquire the outcomes we want (Vivyan, 2018).

Operationally speaking, interpersonal effectiveness is the capacity of a person, particularly a manager, to relate to others around them in a way that advances goals and objectives while preserving positive relationships. Managers communicate with employees both individually and in groups. He tries to perform his managerial duties successfully and efficiently in each of these ways, which is the primary goal. A wise businessperson is believed to be more than just a good businessman; he is also an intelligent communicator. He can handle and resolve all problems through interaction with other people.

When measured most precisely, information effectiveness can be agent, reader, or writer specific (Ozziegoon, 2019). It is particular to some subjects. The ability of management to communicate thoroughly with all of its clients/subordinates at work and monitor that they pay attention to it is known as information effectiveness. A manager is responsible for using every effective tool at their disposal to guarantee that all employees are successfully communicated with to ensure the effectiveness of information. The management can use digital tools like phone calls, social media, video calls, video conferences, e-mailing, etc., thanks to digitization. This will enable him to follow up on the information he has delivered in the form of instructions or requests to ensure that it is fulfilled, rather than just communicating it.

When it comes to decision effectiveness, the intended result or the steps taken to get there may be the cause of a successful decision. If you chase the result, you won't be able to tell if it came about through pure luck or if it can be reproduced. Some claim that efficient decision-making processes are necessary for efficient decisions. A function cannot provide an adequate basis for business decisions alone, though, without additional checks and balances. The primary sources of conflict in business decisions include a poor

knowledge of customer wants to be fueled by biased data and accidental assumptions. A decision-making process alone cannot improve our understanding of our options, possibilities, and risks. There needs to be a quality check to guarantee that decision-makers participate in the process with the highest caliber of intentions and clear minds.

As per the idea behind this work, decision efficacy is the capacity of a person, particularly a manager, to make prompt, considered decisions with a high propensity to produce the desired result(s). Business judgments are frequently seen as rational because they rely on data and facts to make clear decisions. However, there aren't enough facts and figures around the globe to make a 100 percent accurate prediction. The most acceptable findings constantly challenge your preconceptions and balance the "heart vs. mind" battle. Is your company founded on knowledge or a passion? A superb decision is produced by passion (heart) and tested by facts (head). Our cognitive process for generating judgment calls and decisions goes from intuitive to rational, influenced by five elements regarding the effectiveness of decisions with guided intuition (Lotus, 2017).

Contrary to what popular culture would have us believe, we are neither left-brained nor right-brained. A successful decision produces the desired result. Therefore, to ensure decisions made at work are effective in the long run, managers must use all available scientific and psychological instruments. To ensure that the decision is carefully followed and carried out and its intended outcome is achieved, the manager must also put mercenaries in place.

Methodology

The explanatory cross-sectional survey research design was used for the investigation. Selected twenty (20) telecommunications firms in Rivers State, Nigeria, made up the study's population. The purposive sampling technique, where the entire population of a study is picked, was adopted in this work since the whole population mentioned is relevant to this study. As a result, the whole population was used as a manageable size and is also digital communication-oriented. The key respondents were Chief Operations Manager, Information Technology Manager, Marketing Manager, Financial Manager, and Quality Control Manager. Therefore, the sample size for this study was five (5) managers from each of the twenty (20) telecommunication companies in Rivers State, which will give 100 managers (5*20) from the telecommunication companies. A structured questionnaire entitled "Digital Communication Lettering and Managers Effectiveness Index (DCLMEI)" was designed. The instrument was constructed using a 5-point Likert scale of Very Great Extent (VGE) 5; Great Extent (G.E.) 4; Moderate Extent (ME) 3; Low Extent (L.E.) 2, and; Not At All (NA) 1. The instrument was face and content validated by the researcher's supervisor and two research experts in the Department of Management, Ignatius Ajuru University of Education, Port Harcourt. The reliability of the research instrument "DCLMEI" was determined through Cronbach alpha via SPSS (Statistical Package for Social Sciences). One hundred (100) questionnaires were distributed to the selected twenty-two (20) telecommunication companies in Port Harcourt. The researcher was able to retrieve eighty-eight (88) copies of the questionnaire distributed. The Statistical Package for Social Sciences (SPSS) Version 20.0 was used for the analysis. Test of hypotheses was done using Correlational Statistical tool such as Spearman Rank Order Correlation.

Decision Rule: Using a level of significance of 0.05 (confidence interval of 95%), the null hypothesis is rejected if the estimated significant value is less than 0.05; otherwise, the null hypothesis is accepted.

Results/Findings

H₀₁: There is no significant relationship between abbreviations and manager effectiveness in telecommunication companies in Rivers State.

Table 1: Correlations Between Abbreviations and Managers' Effectiveness

		Abbreviations	Manager Effectiveness
Spearman's rho	Abbreviations	Correlation Coefficient	1.000 0.655**
		Sig. (2-tailed)	.000
		N	88
	Managers Effectiveness	Correlation Coefficient	0.655** 1.000
	Sig. (2-tailed)	.000	.
	N	88	88

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

Source: SPSS Output

Column two of table 1 above shows an r-value of 0.655 at a significance level of 0.00, less than the chosen alpha level of 0.05 for the hypothesis relating phone response sensitivity and manager effectiveness. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{01}), which states that there is no significant relationship between abbreviations and manager effectiveness in telecommunication companies in Rivers State, is rejected. Instead, the alternate hypothesis (H_{a1}) is accepted. It implies that abbreviations have a strong positive influence on manager effectiveness in telecommunication companies in Rivers State.

H_{02} : There is no significant relationship between letter forms and manager effectiveness in communication.

Table 2: Correlations Between Letter Form and Manager's Effectiveness

		Letter Forms	Manager Effectiveness
Spearman's rho	Letter Forms	Correlation	1.000
		Coefficient	0.424**
		Sig. (2-tailed)	.000
	Managers Effectiveness	N	88
		Correlation	0.424**
		Coefficient	1.000
	Sig. (2-tailed)	.000	
	N	88	
	N	88	

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

Source: SPSS Output

Column two of table 2 above shows an r-value of 0.624 at a significance level of 0.00, which is less than the chosen alpha level of 0.05 for the hypothesis relating letter forms and manager effectiveness. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{02}) states that there is no significant relationship between letter forms and manager effectiveness in telecommunication companies in Rivers State is rejected, and the alternate hypothesis (H_{a2}) is accepted. This implies that letter forms positively influence manager effectiveness in telecommunication companies in Rivers State.

H_{03} : There is no significant relationship between using Emojis/GIFs and manager effectiveness in communication.

Table 3: Correlations Between Emoji/GIF and Manager's Effectiveness

		Emoji/GIF	Manager Effectiveness
Spearman's rho	Emoji/GIF	Correlation	1.000
		Coefficient	0.712**
		Sig. (2-tailed)	.000
	Manager Effectiveness	N	88
		Correlation	0.712**
		Coefficient	1.000
	Sig. (2-tailed)	.000	
	N	88	
	N	88	

Column two of table 3 above shows an r-value of 0.712 at a significance level of 0.00, less than the chosen alpha level of 0.05 for the hypothesis relating Emoji/GIF and manager effectiveness. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{03}) states that there is no significant relationship between Emoji/GIF and manager effectiveness in telecommunication companies in Rivers State is rejected, and the alternate hypothesis (H_{a3}) is accepted. It implies that Emoji/GIF has a strong positive influence on manager effectiveness in telecommunication companies in Rivers State.

Summary of Findings

The following conclusions were drawn from the quantitative and qualitative assessments described above:

1. Abbreviations have a strong positive link with management effectiveness in Rivers State telecommunications enterprises.

2. Letter forms link moderately well with manager effectiveness in Rivers State telecommunications enterprises.
3. Emoji/GIF has a significant favorable link with management effectiveness in telecommunication companies in Rivers State.

Discussion of Findings

The hypothesis one test found that abbreviations have a strong positive link with management effectiveness in Rivers State telecommunications enterprises. This means that an individual's ability to utilize and understand abbreviations skillfully, particularly as a manager in a telecommunications firm, has a significant beneficial influence on their job effectiveness. Abbreviations are increasingly used in internet communication today. To make sentences easier to read, abbreviations can also be used in place of long or awkward terms (Sampson, 2017). Managers may occasionally need to encrypt their communications with employees or coworkers using acronyms. It becomes an issue when they can't use them and even worse when they don't fully comprehend them.

Managers must know which acronyms to use and which to avoid if they want to increase their effectiveness. Imagine how time-consuming it would be for a manager to constantly inquire about or confirm the definitions of frequent acronyms used in online chats with coworkers, clients, or staff members. Sometimes, merely because the management is not moving with them can even deter a potential customer from completing the business deal. Although it might seem straightforward, it has developed into a significant problem in the modern world. People want to close commercial deals as soon as possible so they may go on to something else. A simple "Hi" on Facebook, Whatsapp, Instagram, Twitter, etc., can sometimes lead to a billion naira commercial agreement.

A manager's interpersonal relationships with his coworkers, employees and customers may suffer if he maintains an all-official demeanor at all times. To increase interpersonal, informational, and decision effectiveness, a manager can use a few acronyms to foster a welcoming environment. When a manager is scrambling to figure out the meanings of some standard abbreviations he was to use or had been provided via digital communication, it will take more time than is necessary for him to assimilate or pass a particular message or perhaps to make decisions. Therefore, it supports the idea that abbreviations, particularly in telecommunications firms, significantly affect a manager's effectiveness.

The second hypothesis test revealed a moderately positive link between letter forms and management effectiveness in Rivers State's telecommunications enterprises. This suggests that a manager's productivity is generally increased when they can express thoughts and feelings visually using letters. A letter form is an alphabetic letter's shape, particularly from a design or development perspective (Merriam-Webster, 2020). This means that a letter form involves employing an alphabet's letters to create designs (individually or together) to represent an idea. Nowadays, almost all company names are written in letters. Letter forms are also used in the creation of several logos. Ingredients used to pique clients' interests include these and others. A manager can effectively win over customers by using letter forms with elegant innovation.

A manager can use a social media network like Instagram to interact with consumers (both current and potential) about company concerns because of the platform's abundance of embedded letterforms. For example, the company logo designed in letter form may occasionally be the first thing to draw a customer.

According to the third hypothesis ' test results, Emojis and GIFs have a significant positive link with manager effectiveness in telecommunications enterprises in Rivers State. It implies that managers' use of emoticons and GIFs in digital communication can significantly improve how well they perform their jobs. Emojis and GIFs complement mostly text-based communication, similar to facial emotions and body language in face-to-face interactions (Lo, 2008). With the amount of information we consume daily, brevity is becoming more and more crucial, and the use of graphics is also growing within the business. Words are no longer the only means of expression; images are now used. Emojis, stickers, and GIFs are just a few examples of how technology businesses have influenced and reinforced cultural trends. Companies like Facebook have also used these visuals to better their understanding of platform users and monetize that understanding through advertisements.

Emojis enable businesses to connect emotionally with customers and humanize business communication. Emojis are increasingly used in marketing research due to their efficiency in expressing emotion. GIFs accomplish the same thing and more because they are animated. They all support the movement of thoughts and feelings. A manager could use emojis and GIFs to communicate in-depth on the company's social media site. Emojis and GIFs can convey something that would otherwise be extremely difficult to say in words (Fred, 2020). Stickers and GIFs rarely function cross-platform, but since emojis adhere to the Unicode standard, they are universal and can enable people to communicate over linguistic and occasionally cultural obstacles (Graham, 2019). GIFs are one of the most popular online formats for expressing emotion, and some individuals believe they can express themselves more fully through this format than through written words. These can be used by management in the telecommunications industry to communicate effectively with all stakeholders about the business.

Conclusions

Communication has existed for ages. Humans can now interact virtually (without physically being there, made possible by using digital tools and platforms) thanks to the development of these tools and platforms. However, for people, especially those working in organizational settings, to effectively use digital communication platforms and devices so that it positively reflects on the effectiveness in their lines of duty, it also requires skillful use of letters (alphabets, symbols, figures, special characters, etc.). The study concludes that digital communication lettering in the form of abbreviations, letterforms, and emoji/GIFs is an excellent tool for managers across organizations, especially telecommunication companies, to increase their effectiveness in their job lines. This follows the theoretical converse derived from the journals, the Internet, books, and other published materials related to the subject matter. As a result, managers who are lax about honing their digital communication lettering skills, especially when it comes to using abbreviations, letterforms, and emoji/GIF in the workplace, will experience poor interpersonal relationships and communication with some or all of their coworkers, employees, and clients/customers.

Recommendations

1. By asking inquiries and attempting to use abbreviations, letterforms, and emoji/GIFs as they come across them, managers in telecommunications businesses and other organizations should consciously work on developing their digital communication lettering talents. As a result, they will be able to communicate more quickly, improving their capacity to interact with others, process information, and make decisions.
2. Using social media platforms like Facebook and Whatsapp will help telecommunication firms' managers adopt the style of lettering that their organizations authorize. It will increase their general informative effectiveness.
3. To maximize their effectiveness with coworkers, subordinates, and customers/clients through improved digital lettering ability, managers in telecommunication companies and sister organizations should deliberately do most of their internal and external communication through smart devices and digital platforms.

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