Digital Communication Etiquette and Managerial Effectiveness in Telecommunication Companies in the Southern States of Nigeria

[1]Nwiyii, Blessing Joseph (Ph.D.); [2]Amanawa, Ebiegberi David (Ph.D.); [3]Micah, Nyone Uelee (Ph.D.)

1. Management (Organizational Behaviour Option), Faculty of Business Studies, Ignatius Ajuru University of Education, Port Harcourt. nwiyiiblessing@gmail.com.
2. Faculty Member / Researcher, Center for Continuing Education, Ignatius Ajuru University of Education, Port Harcourt. david.amanawa@iaue.edu.ng .
3. Management (Production & Operational Management), Faculty of Business Studies, Ignatius Ajuru University of Education, Port Harcourt. Micah.nyone12@gmail.com

Abstract*: The paper examined the relationship between digital communication etiquette and managerial effectiveness in Telecommunication Companies in South-South, Nigeria. Generally, the objective of the study is to empirically explore how digital communication etiquette relates to organizational effectiveness in terms of informational, decision, and interpersonal effectiveness of Telecommunication Companies in South-South. Therefore, the cross-sectional exploratory survey research design was adopted for the study. The study population consisted of five hundred and seventy-three (573) managers drawn from 125 fully registered and functional Telecommunication Companies operating in the state headquarters of each South-South State in Nigeria. Employing the Krejcie and Morgan Sample Size Determination Table of 1970, the study's sample size was two hundred and thirty-four (234) managers from 125 Telecommunication Companies. The instrument's reliability was ascertained using Crombach Alpha, with the least coefficient up to 0.743. Out of 234 copies of the questionnaire distributed, 226 copies of the questionnaires were retrieved. The data obtained from the field were analyzed using Spearmanâ€™s Rank Order Correlation Coefficient and t-test with the aid of SPSS Version 22.0. Three hypotheses were tested using Spearman Rank Order Correlation. The study found that: there is a strong significant relationship between digital communication etiquette and informational effectiveness in telecommunication companies in South-South; there is a very strong significant relationship between digital communication etiquette and decision effectiveness in telecommunication companies in South-South, and; there is an effective strong relationship between digital communication etiquette and interpersonal effectiveness in telecommunication companies in South-South. The study concluded that digital communication etiquette enhances managerial effectiveness, especially in telecommunication companies. The study recommended, amongst other things, that telecommunication companies should inculcate a culture of decency in their managersâ€™ use of video conferencing tools, office social media, and calls, thereby helping to improve their interpersonal and informational effectiveness.*

Keyword: *Digital Communication Etiquette, Managerial Effectiveness, Informational Effectiveness, Decision Effectiveness, Interpersonal Effectiveness.*

Background of Study

Almost everyone uses paints to beautify houses, vehicles, metals, and other environmental functions. The paint manufacturing industry uses various raw materials like pigments, alkyd resins, surfactants, solvents (thinners), and coloring to produce domestic and industrial paint products. The paint factory is an important industry in many countries because of its effect and function on the environment. However, despite the usefulness of the Paint Manufacturing Firms to the Nigerian economy and Rivers State, the researcher's observation suggests that they appear to be plagued with inefficiency in their operations and suffer poor customer and customer service. The above implies that what should be the manifestations of a healthy organization are not making their expressions.

This study defines organizational health as the capacity of an organization to align organizational processes through communication and function effectively in the pursuit of its core mandate, such as operational efficiency and customer service health. Organizational health depicts an organization's ability to function effectively, cope adequately, change appropriately, and grow from within (Organizational Health Development and Diagnostic Corporation, 2011; Singh, 2014). Paint manufacturing firms, being that they look forward to satisfying customers, requires an atmosphere of operations where customer complaints can be resolved with alacrity and professionalism. Customers here also require service reliability, smooth product ordering, timely feedback, and timely information access, amongst other things. For proper management and service delivery, the organization also requires efficiency in operations, especially in terms of financial, operational efficiency, and human efficiency. In line with this, Richard (2018) stated that organizational health is a veritable ingredient in the functioning of every service organization, as employees and management require functioning healthily for customers' health. A healthy organization assures service reliability, customer complaint resolution, financial, operational efficiency, human operational efficiency, timely information access, and timely notification, among others. More explicitly, a healthy organization can also be seen as a firm where the combination and coordination of people and practices

are optimal to the point that they can produce exceptional performance (Daniel, 2017). Diverse authors have measured organizational health using diverse parameters. Howbeit, this study uses operational efficiency, customer service health, and communication health as the measures of organizational health.

Operational efficiency is the process of making the most of the available resources to achieve the objectives set to be achieved (Ebi, 2011). Moreover, customer service health is seen in the light of this study as the organizational effort put towards satisfying customers' needs by giving them reliable service, handling complaint redress, and smooth order processing. How healthy or satisfied the customers of a business go a long way to telling how well the organization is performing. It is so because when customers seem unsatisfied over time, it will gradually lead to their withdrawal, and in the long run, the business will fold. Another measure, as mentioned before, is communication health. Communication at the organizational level coordinates the organizational resource through meaningful information sharing. Organizational health primarily reflects the quality of subordinates' cooperation, concentration, and communication. Poor performance is always seen as a function of a communication breakdown. Resources maximizations measure 'how' effectively an organization uses the available resources.

The 21st-century organizational configuration requires that organizations be digitally aligned with trending gadgets and their functionalities, as these promise to enhance organizations' productivity and performance and health. Digital communication etiquette, such as digital communication decency, digital response, and digital lettering, are instruments managers can utilize to boost the operational efficiency, customer service health, and communication health of their organizations, including paint manufacturing firms. Digital communication etiquette refers to a set of rules that should be present in the workplace to govern the behavior and use of digital communication devices and tools. It means an acceptable manner expected of individuals interacting or passing messages through digital devices or tools (Lucas, 2020). It is pertinent to note that while digital communication may be advantageous in the workplace, there are also instances when abuse and disrespect can prevail. In these instances, the Internet has failed to become a proper form of communication among business claimants. This implies that for an organization to maintain a healthy existence, digital communication etiquette, among others, must be upheld sacrosanct among its stakeholders. In an organization's life, etiquette is one of the primary concerns of operations as it tells a lot about the organization's values. Unfortunately, it is yet unknown if digital communication etiquette improves organizational health (operational efficiency, customer service health, and communication health) of organizations such as paint manufacturing firms, as it is yet to be proven empirically. This is why this study is bent on examining the relationship between digital communication etiquette and the organizational health of Paint Manufacturing Firms in Rivers State.

Statement of Problem

The present-day paint manufacturing firms in Rivers State appear not to measure up in their operations and dealings with customers as some other firms do. This manifests in poor communication health amongst employees, management, and customers. The poor communication health also plays out in poor financial and operational efficiency. The researcher's observation and experience also suggest that customers go through a lot to get quality services in these companies. There is poor processing of orders, and unreliable services, resulting in overwhelming customer complaints. Customers do not get informed on time because of any envisaged inefficiency. From the researcher's experience, some paint manufacturing firms have technological facilities that should have good communication health, operational efficiency, and customer service health. However, could some of these gadgets and platforms be obsolete, or there are no professional hands to man them? This is worrisome and is significantly affecting their organizational health across the board.

Another challenge that prompted this study is the dearth of empirical studies hitting on digital communication etiquette and organizational health of Paint Manufacturing Firms in Rivers State (Nwakoby et al., 2018; Okechukwu & Okoronkwo, 2018; Saeid, 2011; Banerjee & Singh 2015; Masha & Andrisha, 2016; Piabuo et al., 2017). This implies that there is no adequate research that explains the relationship between digital communication etiquette and the organizational health of Paint Manufacturing Firms in Rivers State. This is the knowledge gap that this study seeks to cement.

Fig. 1.1: Conceptual framework for the relationship between digital communication etiquette and organizational health

ORGANIZATIONAL
HEALTH
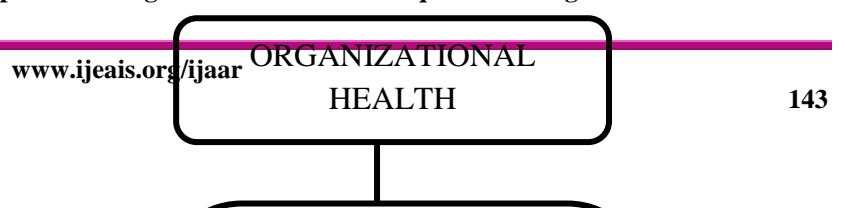
Source: Desk Research, 2022.

Aim and Objectives of the Study
The paper aimed to examine the relationship between digital communication etiquette and the organizational health of Paint Manufacturing Firms in Rivers State. The specific objectives of the study include the following:

1. To ascertain the relationship between digital communication etiquette and operational efficiency of Paint Manufacturing Firms in Rivers State.
2. To ascertain the relationship between digital communication etiquette and customer service health of Paint Manufacturing Firms in Rivers State.
3. To ascertain the relationship between digital communication etiquette and communication health of Paint Manufacturing Firms in Rivers State.

Research Hypotheses
The following null hypotheses were tested at a 0.05 level of significance:

Ho_1: Digital communication etiquette has no significant relationship with the operational efficiency of Paint Manufacturing Firms in Rivers State.

Ho_2: Digital communication etiquette has no significant relationship with the customer service health of Paint Manufacturing Firms in Rivers State.

Ho_3: Digital communication etiquette has no significant relationship with the communication health of Paint Manufacturing Firms in Rivers State.

Theoretical Framework
This study is built on Person-Environment Fit Theory.

Person-Environment Fit Theory
Lewin and Edwards' Person-Environment Fit Theory was popularized in 1962, as cited in Osita (2018). This theory of psychological stress describes the interaction between the person and environment ($P \times E$) as the key to comprehending people's cognitive, emotional, and behavioral reactions such as stress and operational productivity level. The relevant assumptions of this theory as deemed fit for the study are as follows:

i.   A mismatch between a person and his work environment will lead to tension and uneasiness capable of hampering his level of productivity;

ii. Workers' capabilities (skill sets) will determine the level of work pressure and how the environmental press affects their output (Lewin and Edward, as cited in Odu, 2018). This is the phase of the theory that strengthens the fact that

the ability of a manager in a Paint Manufacturing Firm to effectively and efficiently apply digital etiquette in their communication in and outside of the work environment will influence their communication health, operational efficiency, and customer service health in the organization.

The first assumption implies that a manager with low expertise in applying digital communication etiquettes such as digital decency, digital response, and digital lettering will be significantly challenged in coping with a workplace environment fortified with hi-tech digital technologies. Therefore, such individuals will need to sharpen him/herself to be fit to efficiently and effectively utilize all of those technologies at their disposal to run activities, thereby enhancing organizational health in areas of communication health, operational efficiency, and customer service health, amongst others.

Person-Environment prescribes that people and environments have a reciprocal relationship. It focuses on how people influence their work environments and how work environments influence the people who work in them.

Adopting this theory as the central theoretical framework for this study is based on the fact that the theory is related to digital communication etiquette, which is the independent variable here. Another point that made this theory appropriate to be adopted as the theoretical foundation of this study is the fact that it explains and predicts that the more acquainted a manager is with digital decency, digital response, and digital lettering in a digitally-inclined work environment, they will determine to a great extent whether the manager will be able to achieve results and in what degree.

Concept of Digital Communication Etiquette
Conceptually as used in this study, Patrick (2019) defines digital communication as the process of sharing ideas, information, and messages with others at a particular time and place with the aid of digital devices like cell phones, tablets, computers, and similar electronic devices. It may also involve an organization's online communication efforts (Doyle, 2019). The nascent explosion of technology in the workplace has necessitated using digital communication tools among competitive, advantaged edge inclining organizations.

Etiquette and manners have been around as long as man has been here. There is evidence of this in even the most primitive of tribes and groups of people in the vast, far reaches of the world. Etiquette or manners expected in any group are the social rules we live by to show respect to others and ourselves. Leadership, quality, business, and careers are all enhanced by good manners (Puttaraj, 2006). At work, social behaviour expectations are governed by rules of etiquette. It covers a broad range of topics for workers. These include communication, technology use, behaviour, and body language (Sarma, 2021). The foundation of proper etiquette is behavior that is accepted as gracious and polite socially and professionally. Good manners can mean the difference between success and failure in many aspects of life. Etiquettes are part and parcel of an organization's life. Organizations tend to have a customary code of polite behavior as they carry out organizational activities to actualize their expectations (Tapscott, 2008). In the management palace, etiquette, as practiced in an organization, can be called corporate etiquette. Prachi (2020) defines corporate etiquette as a set of rules an individual must follow while at work. One must respect his organization and maintain the decorum of the place. Corporate etiquette also refers to behaving sensibly and appropriately at the workplace to create an everlasting impression.

In line with the above and looking at etiquette from the digital communication perspective, the researcher defines digital communication etiquette as a set of rules that should be present in the workplace to govern the behavior and use of digital communication devices and tools. This implies that for an organization to maintain digital communication etiquette must be upheld sacrosanct among its stakeholders. In an organization's life, etiquette is one of the primary concerns of operations as it tells a lot about the organization's values.

When the manager communicates with a person face-to-face, there is not much left to interpret. Almost everything that needs to be talked about is clear. The body language is also very apparent, such that it can also help ease out whatever was unclear during the communication process. In digital communication, however, this is not the case. All the manager can read through the words sent to him and listen to the recorded voice. Hence, the need for digital solid communication etiquette practices in the workplace. That way, any miscommunication, and other errors can be avoided to a large extent

Concept of Organizational Health
The term "organizational health" was first mentioned by Argyris in the 1950s (Tutar, 2010; Aydan et al., 2013). The foundations of organizational health in management research date back to the 1960s as management scholars (particularly the human relations movement and behaviorists) attempted to propose how best workers should be treated. As a management concept, organizational health was forwarded by Matthew Miles as a simulation developed on the climate of schools (Miles, 1969 in Aydan et al., 2013). It attempted to mirror the ideal interaction among the learners, teaching staff, and school managers. The term was therefore used to express how effectively these key players (learners, teachers, and school managers) interacted to champion educational targets' achievement. The influential role interplay of these three stakeholders exemplified the concept of organizational health. It was seen as the level of efficiency and effectiveness in educational institutions. Although it was first perceived that organizational health could not "be used in other organizations," it can be suggested that it may apply to other organizational structures, too. Thus, the approach Miles was also adopted in the organizational behavior field and was an introduction to the studies on this topic (Köseolu & Karayormuk, 2009 in Aydan et al., 2013).

Miles suggested a model for organizational health analysis of schools and defined a healthy organization as follows. "Healthy organization does not survive only in the environment it exists, but also constantly develops in the long term, improves its coping and surviving skills." (Aydan, 2013).

This study defines organizational health as the capacity of an organization to align organizational processes through communication and function effectively in the pursuit of its core mandate, such as operational efficiency and customer service health**.** Karagüzel (2012) refers to a healthy organization as "an organization that supports organizational success, environment, employees' welfare and happiness with its authority structure, values system, norms, reward and sanction systems." It can also be seen as the capabilities of a corporate organization to respond and adapt to its environmental demands and changes, create cooperation between its members, provide employee welfare, and achieve set goals (Altun, 2001; Polac, 2007; Singh, 2014).

Organizational health is an organization's ability to function effectively, cope adequately, change appropriately, and grow from within (Organizational Health Development and Diagnostic Corporation, 2011; Singh, 2014). A healthy organization can also be seen as a firm where the combination and coordination of people and practices are optimal to the point that they can produce exceptional performance (Daniel, 2017). These two definitions see organizational health as an organizational state where management activities are optimal to the point that the organization has all it needs to function well internally. On his part, Singh (2014:88) sees a healthy organization as one whose administrative activities "are characterized by focused and goal-oriented problem-solving, balanced power relationships, experimentation with new behaviors, dispersed decision-making processes." By this definition, an organization can be healthy if it can solve its problems combined with positive relationships among organizational stakeholders. The definition also reveals that the decision-making process in such as organization is very smooth and information-driven. For different expressions of what organizational health entails, this study measures it in terms of operational efficiency, customer service health, and communication health.

Measures of Organizational Health

Operational Efficiency: Operational efficiency is the process of making the most of the resources available to achieve the objectives set to be achieved. This is for an organization where a project needs to be executed, and then human and nonhuman resources are allocated to the project depending on skills and availability (Ebi, 2011). Resources maximizations measure 'how' effectively an organization uses the available resources.

The maximization of resources is very important in getting desired results. Many firms can fail as they cannot properly utilize the resources and ultimately face solvency issues due to the loss of resources. Resources maximization is termed as the resources management in the organizations such as the company financial resources funds, human resources, utilizing organizations tangible and non-tangible resources. Proper maximization of resources can increase productivity, market share, sales, and turnover on investments.

Hence, operational efficiency conceptually refers to the ability of administrative workgroups to make the best use of human and material resources to achieve set targets. Resources are vital in the day-to-day investments and decision-making process. All business operations are based on how well they manage their resources to get efficient work. If the resources are maximized, much of the operations get smooth, and the organization grows in the best way. On the other hand, if resources are not managed well, it leads to the complexity of the work and problems for the organization's employees to work in a rich environment. In addition, it leads the organizations to the profit side, impacting the business's overall performance (Xiang & Worthington, 2017).

Customer Service Health: Customer service health, in the light of this study, refers to the organizational effort put towards satisfying the needs of customers by giving them reliable service and as well as handling complaint redress, and smooth booking management. Customer service health can be seen in the light of customer satisfaction. This is so because a healthy organization is one that, among other things, has customers whose satisfactions are met, provided those satisfactions are within the organization's boundaries. Customer satisfaction measures the performance of organizations according to their needs. This further provides a measurement of service quality. Customers can comment on products and services by providing feedback on service aspects (Al-Jazzazi & Sultan, 2017; Sweta & Bhawana, 2012). In today's marketplace, if organizations fail to provide product and service quality, they lose customers to other competitors (Cheng, 2013). Consumers are becoming more demanding, and their quality expectations have increased; as a result, organizations must be customer-centered, deliver superior value to customers, build relationships, and work on market engineering. Today's organizations keep track of their customer's expectations, their performance, customer satisfaction, and even their competitors. Because of technological developments, changing customers' needs, and governmental regulations and policies, we can see the challenges arising from increased competition in the market. Companies have a prime concern in satisfying customers' needs and keep a close eye on customer satisfaction. This strategy helps companies to retain customers for a more extended period. However, the cost of attracting new customers is higher than retaining established customers.

Several factors are connected to customer loyalty and customer satisfaction. These factors include financial measures, lending, deposits, and customer services. Profit and growth are achieved by customer loyalty; moreover, loyalty is a direct result of customer satisfaction. Satisfaction is influenced by the services that have been provided to customers. Organizations seek long-term profitability, and for this reason, they use a service-profit chain audit to determine what drives increases in profits and suggest ideas for developing strategies. Managers work hard to determine how they define a loyal customer. Companies face challenges in providing financial services to companies because insufficient rules and regulations restrict them, lack of lending capacity and methods, an appropriate enabling environment, and inadequate financial and information technology (Nagy et al., 2018) and

infrastructure. Some companies also lack the necessary management skills to improve operations. Managing customers' risks and ensuring satisfaction and loyalty are directly related to service quality (Lone & Rehman, 2017).

Communication Health: Communication is the process of exchanging views, ideas, opinions, and suggestions between one or more people in the same organization to a point where mutual understanding is reached among all parties involved. Communication is an essential element of a successful business. Communication is a function of the management process. The organization will not function optimally when communication is sick or poor from the top-level management to the lower or mid-level management. This is comparable to a health situation where a part of the human body cannot communicate with the brain due to a shortage of blood flow. It can result in a stroke.

Similarly, a sick communication process in an organization can lead to complicated operations. Implementing the management functions of planning, organizing, motivating, leading, and controlling is crucial to maintaining communication among the organization's stakeholders (Nabi et al., 2017). Communication is necessary for efficient management, through which managers establish and maintain interactions between employees to perform necessary daily tasks properly. Organizational communication is the coordination of the organizational resource through meaningful information sharing.

Communication health refers to the ability of members of an organization to promptly and meaningfully share, understand, and internalize valid data, information, and knowledge in performing their duties. Communication or Business communication is crucial in a successful business organization. It is the mainstream of development or growth of the business organization. There is a need for interaction and understanding of management-employee relations; hence it will impact the organizational performances and outcomes. Nabi et al. (2017) defined communication as a process of transmitting information from one person to another to support organizational work. When the chain of command is strong between management and the worker, it will finally help run the business organization. Nabi et al. (2017) averred that communication is critical in directing and mobilizing the workforce towards accomplishing the organizational goals or objectives. Creating understanding enhances cooperation and promotes effective performance.

Methodology

The cross-sectional exploratory survey research design was adopted for this study. The study population consisted of nineteen (19) registered paint manufacturing firms in Rivers State. The above information was obtained from the Paint Manufacturers Association of Nigeria (PMAN), Rivers State Branch. The study's sample size was seventy-six (76) managers from nineteen (19) Paint Manufacturing Firms. This was achieved by selecting four (4) top managers (General Manager, HR Manager, Sales Manager, and Operations Manager) from the head offices of each of the firms.

For the primary data, a structured questionnaire entitled "Digital Communication Etiquette and Organizational Health Index (DCEOHI)" was designed on a four-point Likert scale with the following response options: Very High Extent (4), High Extent (3), Moderate Extent (2), and Low Extent (1). Two experts in management validated the instrument. The instrument's reliability was ascertained using Crombach Alpha, with the least coefficient up to 0.743. Out of 76 copies of the questionnaire distributed, 71 copies of the questionnaires were retrieved. The data obtained from the field were analyzed using Spearman's Rank Order Correlation Coefficient and t-test with the aid of SPSS 22.0 (Statistical Package for Social Sciences).

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

Results/Findings

Ho_1:   Digital communication etiquette has no significant relationship with the operational efficiency of Paint Manufacturing Firms in Rivers State.

Ho_2:   Digital communication etiquette has no significant relationship with the customer service health of Paint Manufacturing Firms in Rivers State.

Ho_3:   Digital communication etiquette has no significant relationship with the communication health of Paint Manufacturing Firms in Rivers State.

Table 1: Correlations between Digital Communication Etiquette and Organizational Health

			Digital Communication Etiquette	Operational Efficiency	Customer Service Health	Communication Health
Spearman's rho	Digital Communication Etiquette	Correlation Coefficient	1.000	0.776**	0.679**	0.724**
		Sig. (2-tailed)	.	.000	.000	.000
		N	71	71	71	71
	Operational Efficiency	Correlation Coefficient	0.776**	1.000	0.755**	0.767**
		Sig. (2-tailed)	.000	.	.000	.000
		N	71	71	71	71

Customer Service Health	Correlation Coefficient	**0.679****	. 0.755**	1.000	0.632**
	Sig. (2-tailed)	.000	.000	.	.000
	N	71	71	71	71
Communication Health	Correlation Coefficient	**0.724****	0.767**	0.632**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	71	71	71	7

**. Correlation is Significant at the 0.01 level (2-tailed).
Source: SPSS data Output, 2022.

Column two of table 1 above shows an r-value of 0.776 at a significance level of 0.00, less than the chosen alpha level of 0.05 for the hypothesis relating to digital communication etiquette and operational efficiency. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho$_1$), which states that digital communication etiquette does not have any significant relationship with the operational efficiency of Paint Manufacturing Firms in Rivers State, is rejected. This implies that digital communication etiquette has a very strong positive effect on the operational efficiency of Paint Manufacturing Firms in Rivers State. Column three of table 1 above shows an r-value of 0.679 at a significance level of 0.00, less than the chosen alpha level of 0.05 for the hypothesis relating to digital communication etiquette and customer service health. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho$_2$), which states that digital communication etiquette does not have any significant relationship with the customer service health of Paint Manufacturing Firms in Rivers State, is rejected. This implies that digital communication etiquette strongly affects the customer service health of Paint Manufacturing Firms in Rivers State.

Column four of table 1 above shows an r-value of 0.724 at a significance level of 0.00, less than the chosen alpha level of 0.05 for the hypothesis relating to digital communication etiquette and communication health. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho$_3$), which states that digital communication etiquette does not have any significant relationship with the communication health of Paint Manufacturing Firms in Rivers State, is rejected. This implies that digital communication etiquette has a strong positive effect on the communication health of Paint Manufacturing Firms in Rivers State.

These results show that digital communication etiquette improves health for organizations such as Paint Manufacturing Firms, especially regarding operational efficiency, customer service health, and communication health.

Summary of Findings

Based on the quantitative and qualitative analyses presented above, the following findings were evident:
1. Digital communication etiquette has a very strong positive effect on the operational efficiency of Paint Manufacturing Firms in Rivers State.
2. Digital communication etiquette strongly affects the customer service health of Paint Manufacturing Firms in Rivers State.
3. Digital communication etiquette has a strong positive effect on the communication health of Paint Manufacturing Firms in Rivers State.

Discussion of Findings

The test of hypothesis one revealed that digital communication etiquette has a very strong positive effect on the operational efficiency of Paint Manufacturing Firms in Rivers State. The use of proper abbreviations and letter forms in responding to customers and the ability to respond quickly to SMSs, emails, and social media messages of customers and prospective ones all go a long way to enhance the financial resource maximization and human resource maximization of an organization such as a paint manufacturing firm. Resources are very much important in the day-to-day investments and decision-making process. The ability of a manager or supervisor to apply courtesy in their digital communication when addressing issues, say workplace WhatsApp group, can help to calm a situation within the workforce that would have escalated. Using the right emojis, smilies, GIFs, and the swift response to issues going on in the workplace group WhatsApp help cushion troubling minds and restore peace (Sarma, 2021).

A manager's carelessness in dressing, body movement, and even bad looking environment during video conferencing with stakeholders or prospective clients can end up messing up everything, thereby affecting the financial resource maximization of the organization. The bad manner and irresponsibility exhibited by some managers in their use of digital devices have negatively affected the performance of their organizations (Montamat, 2019). For example, a manager who stays in a boisterous environment and puts a call through to a prospective customer who may likely place a large order might end up ordering a few or nothing due to the poor communication in the process of deal sealing. Managers, therefore, need to be courteous in digital response, digital communication decency, and even digital lettering when dealing with employees and customers (existing and prospective ones).

The test of hypothesis two revealed that digital communication etiquette has a strong positive effect on the customer service health of Paint Manufacturing Firms in Rivers State. Customers feel welcome where they are treated well, mainly through word of mouth (Paul & Trehan, 2011). Listening to customers, asking probing questions, and reading body language open communication channels to keep relationships strong and promote service delivery. Managers' quality of human relationships with their employees influences service delivery. Following up with customers to ensure all their expectations have been met and exceeded is crucial to providing

excellent customer service. Immediate responses to customer concerns make it possible to solve problems immediately. Thanks to digital communication allow customers to be reached, despite their geographical dispersion. However, how these customers are treated over the phone, text message, email, social media response, strongly determines continuous patronage and customer satisfaction. Organizations such as paint manufacturing firms need to understand that a quick response to customers' complaints helps resolve their confusion(s), as they may not be very patient but decline their loyalty in a short time. Authenticated by this finding, a digital etiquette is a viable tool through which organizations can boost customer service health, such as customer complaint redress and service reliability.

The test of hypothesis three revealed that digital communication etiquette has a strong positive effect on the communication health of Paint Manufacturing Firms in Rivers State. Timely notification, timely feedback, and timely information access can all be influenced by the manager/supervisor's quick response to digital communication. A manager or supervisor who posts notifications late or responds late to issues arising from the WhatsApp group or email will end up steaming up unhealthy communication around the workplace. Digital communication has come to stay, and every manager and supervisor has to get acclimatized to it. The earlier they understand this and use it to maximize the communication health of their organization, the better for them and the organization entirely.

Sending a text, WhatsApp, or email message for notification or other purposes (s) right on time makes it accessible early enough by the user in the workplace. Where the reverse is the case, it results in late information access, which lowers communication health. Notably, poor communication can result in personal and professional dissatisfaction and lead to conflicts between employees inside an organization (Kuppuswamy & Shankar, 2010). Furthermore, ineffective communication often causes problems in the functionality of business processes within an organization because it decreases work productivity. The wrong choice of language is an example of how communication can be ineffective. Based on these, Gonzalez et al. (2015) conceptualized healthy communication in an organization as the use of "well-defined lines of communication, smooth transfer of information between departments and employees, analysis of information linked to decision-making, internal communication within the organization. It is therefore behooved on organizations (through their managers and supervisors, especially) to be decent, respond quickly and use the right lettering when engaging in digital communication in the workplace, as these will contribute positively to the organization's communication health.

Conclusions
Based on the study's findings, it suffices to conclude that digital communication etiquette enhances the organizational health of Paint Manufacturing Firms, especially in terms of operational efficiency, customer service health, and communication health. Furthermore, practical knowledge and application of video conferencing tools, WhatsApp instant messenger, SMS/Email response, letter abbreviations, and Emoji/GIF bring about corresponding improvements in the overall functionality of an organization. Thus, organizations that refuse to improve their digital capabilities, especially on issues of digital communication decency, digital lettering, and digital response, might find it very tough to excel in the present-day organizational setting.

Recommendations
i. Managers in Paint Manufacturing Firms should use official social media content sharing through chat, voice, and video calls to help navigate their job duties with ease and speed, thereby enhancing the organization's communication and customer service health.
ii. Managers of Paint Manufacturing Firms should imbibe the culture of hosting virtual meetings that involve Skype and Zoom applications to acquaint their managers with all necessary digital skills, hence improving communication and customer service health.
iii. Managers in Paint Manufacturing Firms and other workplaces should improve their knowledge of trending digital communication tools, as this will enhance customer service health, operational efficiency, and communication health of the firm.

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