

The Management Effectiveness of Airline Operators in South-South, Nigeria, and Digital Communication Decency

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Abstract: This paper examined the relationship between digital communication decency and the managerial effectiveness of Airline Operators in South-South. The overall goal of the study was to experimentally investigate the impact of digital communication decency on the interpersonal, informational, and decisional efficacy of managers of South-South airline operators. The study adopted a cross-sectional exploratory survey research design. The population of the study consisted of 22 Airline Operators operating in South-South, Nigeria. Five (5) managers were selected from each of them, which gave a total of one hundred and ten (110). A structured questionnaire entitled Digital Communication Decency and Managerial Effectiveness Index (DCDMEI) was designed on a four-point Likert scale. The instruments reliability was ascertained using Cronbach Alpha, with the least coefficient up to 0.743. Out of 110 copies of the questionnaire distributed, 98 copies 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 Version 22.0. With the use of Spearman Rank Order Correlation, three hypotheses were examined. The following were the findings: digital communication decency has a very strong positive effect on the interpersonal effectiveness of managers of Airline Operators in South-South; digital communication decency has a strong positive effect on the informational effectiveness of managers of Airline Operators in South-South, and; digital communication decency has a strong positive effect on the decision effectiveness of managers of Airline Operators in South-South. The study came to the conclusion that applying decency to all digital communication would improve decorum, interpersonal communication, informational exchange, and decision-making, among other things. In order to ensure the effectiveness of communication in their interpersonal relationships, information dissemination, and decision-making, the study recommended, among other things, that managers and employees in Airline Operating firms and sister organizations should vigorously apply decency in video communication, as well as the use of appropriate environment and timing while communicating digitally.

Keyword: Digital Communication Decency, Managerial Effectiveness

Background of Study

A manager's effectiveness cannot be undermined at any point in time. A commercial enterprise like an Airline Operating firm whose managers are poor in interpersonal relationships, decision making, and information handling is on its way to doom. According to Michael et al. (2017), managerial effectiveness implies the extent to which managers of organizations achieve the output requirements of their organizations by using and implementing their managerial skills and strategies through their workforce, peer groups, and subordinates. Through the manager, the company gets the best output possible from every employee, leading to the greatest possible outcomes and growth. The sector of aviation requires managers who are intelligent decision makers, timely and accurate in decision making, and good at teamwork and interpersonal relationship with managers and customers, among others. A manager is a tool for the organization, and the worker acts as a tool for organizational growth. There is a mutual dependency at every level of internal business activities on the various resources, namely, money, material, machine, and men. This study measures managerial effectiveness in terms of interpersonal, informational, and decision effectiveness. However, According to the researcher's observations and interactions with some of these managers, there is a potential for inefficiency.

Digital communication decency factors can boost a manager's effectiveness in an organization. The aviation industry is just one of many that rely on digital communication. Virtually every activity around the work environment of an Airline Operator happens digitally. In digital communication, for instance, a manager in an organization such as an Airline Operator (sender) may pass a message to his secretary (receiver) requesting the minutes of the last departmental meeting. The secretary would then reply (feedback) to the manager with the comprehensive minutes. The communication in this instance is internal (i.e., occurring between employees of an organization). Communication links all the different activities involved in an organization and ensures all employees are working towards the same goal and know what they should be doing and by when.

The term "digital communication decency" refers to the moral and ethical standard that should be applied to human behaviour in the context of digital communication technologies, based on a social group or society-wide consensus, and on which social interaction expectations and judgments are therefore based (Lengsfeld, 2017). Lengsfeld (2017) defines digital communication decency (DCD) as observation and adherence to digital etiquette when communicating with digital devices such as phones, computers, tablets, or any other digital tool. Digital communication decency, among others, encompasses video conferencing decency, digital environment decency, and time zone decency. A manager at an airline operating firm will probably become more productive if they use all of these when speaking with other managers, staff members, and customers.

Statement of Problem

When using digital technologies to connect with their respective recipients, managers who work in digital firms, such as airline operators, appear ineffectual. This is primarily seen in the South-South geopolitical zone of the country where they use such technologies to engage with other stakeholders and employees; it is presumed that this might be the result of their immoral, unethical, and offensive attitudes and behaviours.

Therefore, there is a need to provide conceptual platforms to enable the conduction of empirical research on its variables.

Aim and Objectives of the Study

The paper aimed to examine the relationship between digital communication decency and the managerial effectiveness of Airline Operators in South-South. The specific objectives of the study included the following:

1. To determine the association between managerial efficacy in terms of the interpersonal effectiveness of South-South airline operators and digital communication decency.
2. To determine the relationship between managerial success with reference to the South-South airline operators' informational effectiveness and the decency of digital communication.
3. To determine the association between managerial efficacy in terms of South-South airline operator decision-making and the decency of digital communication.

Research Hypotheses

The following null hypotheses were investigated at a 0.05 level of significance:

Ho1: Airline operators' management success in terms of interpersonal efficacy in the South-South is unaffected greatly by digital communication etiquette.

Ho2: The management of airline operators' informative efficacy is not considerably impacted by digital communication etiquette in the South-South.

Ho3: The management effectiveness of airline operating firms in the South-South is unaffected significantly by digital communication decency.

Diffusion of Innovation Theory is the foundation of this work. Theory of diffusion of Innovation according to Rogers (1962) is that technological advances and innovative ideas will be adopted by people and social systems at various times, and that the moment change is accepted into system impacts subsequent results. The assumptions of the theory is that members of a particular social system will always accept new concepts, behaviours, and technologies at varying rates and degrees, and those who do so sooner will inherently do better than those who adopt innovations later (Odu, 2017).

According to this theory, organisations will experience inconsistency regarding how and when managers and employees (their employees and managers) will accept to adopt this concept that can increase their effectiveness as long as organisations continue to clamour for the application of decent digital communication amongst their staff and managers. According to the hypothesis, employers and managers who accept the wellness programmes early enough and implement them will perform better than those who do so later.

The Diffusion of Innovation Theory was chosen as the theoretical framework for this study because it explains and predicts how managers and employees of organisations will adopt digital communication decency earlier than they will later, which will have a greater positive impact on their effectiveness.

The Concept of Digital Communication Decency

Patrick (2019) defines digital communication as sharing ideas, information, and messages with others at a particular time and place using digital devices like cell phones, tablets, computers, and similar electronic devices. It may also involve an organization's online communication efforts (Doyle, 2019). Most firms today communicate with their employees, clients, and other partners via a variety of internet channels, including their websites, mobile messaging apps, and blogs. They therefore require digital marketing specialists that are well versed in how to take advantage of the fusion of technology and message. Digital communications experts are in charge of everything, from building online brand assets to growing an active social media following.

When using digital devices like phones, computers, or tablets for communication, one should follow proper digital protocol (Raju, 2017). The idea of "digital communication decency" expresses the presumption that there are ethical and moral standards that should be applied to human behaviour that are shared among members of a social group, and that expectations and judgments of behaviour in social interactions are based on these standards. Technology is transforming how we conduct business. Interviews take place on social media, and important decisions are emailed or made in the air during a flight. One word could possibly help to calm and organise the technological chaos in the midst of all of this. For example, millennials were born into a world where cell phones were commonplace. It is inevitable and advantageous. However, like all good things, people become slaves to it without realizing that we own the phone and not the other way around.

Take a look at a scenario where you are having dinner with your family while your brother is frantically texting or updating his Facebook or Twitter account, your mother is in a parallel universe speaking to a co-worker, and your father is fixated on the television. This is not the appropriate setting for dining.

Video Conferencing: The etiquette that should be adhered to when participating in video streaming with one or more people is referred to as "video conferencing decency" (Bedford, 2016). There needs to be some decency/decorum in place for information transfer where people would need to see each other. This cuts across the individuals' dress code, the environment's look, the ambiance/activities going on in the environment, and the gesture(s) made by individuals. During a company video conference call, for instance, it will be improper to find a person who is immodestly clothed or in the lavatory. Additionally, it will be improper to join such a gathering while biting one's lips or staying in a noisy setting. Participants in video conferences must be appropriately attired, switch off the mic when finished talking, arrive early and avoid being distracted, much like in-person meetings (Hart, 2020).

Decency in Environment: This is a reference to utilizing a professional environment when speaking on the phone or typing on a computer. Every digital communication channel (visual, voice, audio/visual, chat, and text messaging) is affected by environmental decency. For instance, it would be inappropriate for someone to make a phone call, particularly a business call, in a noisy environment with people or animals. When communicating digitally, being in a distraction-prone location is not ideal because it may be difficult to keep up with voice calls, video calls, chats, and text messages all at once. All parties participating in the process of communication are harmed by the noise or distraction. Making a video call while in the bathroom, particularly a formal one, is regarded as impolite and immoral.

Time Zone: In order to prevent misunderstandings between the parties concerned, courtesy mandates that decency be respected when making any type of digital communication, according to Buckle (2016). For instance, calling a family man or woman after 10 p.m. is occasionally viewed as inappropriate in this area of the world (Africa). So, while thinking about any form of call, the time zone is crucial. For instance, when calling someone in Washington, DC, USA, a person in Nigeria should take into account the time zone difference. The individual needs to be aware of the five-hour time difference in order to know when to make that call. Time zone decency is still a crucial digital communication indication because of this.

Managerial Effectiveness as a Concept

The term 'managerial effectiveness' could mean achievement of organizational goals, increased productivity, profit, workers' satisfaction, growth, and diversification (Michael, 2018). The goal of managerial effectiveness is to allocate and use the few organisational resources as effectively as possible to achieve the objectives at the lowest possible cost. It seeks to produce the most possible from the least amount of input. Effective managers keep the organisation running now and in the future. A business must be capable of successful operations, future growth, and evolution. Without future planning, a business has depleted its capital and is unable to produce sufficient wealth to assure its survival. The organization's survival, growth, and ability to adapt to its environment are the objectives of effective management.

According to McQuerrey (2019), a good manager has the following traits:

- **Listening skills:** Good managers actively listen to their staff while communicating with them. It ensures that problems, complaints, and inquiries are heard and addressed.
- **Leadership skills:** Effective managers inspire teams by setting an example and making sure everyone has the resources they need to thrive. They don't merely tell people what to do.

- Coaching skills: Coaching and mentoring at work help employees reach their full potential. Knowing this, good managers provide their employees opportunities to achieve.

Although it may sound cliché, employees have a significant amount of respect for and trust in their managers' styles of leadership and can see organisational effectiveness in action when they witness their managers acting in accordance with their words, even when it is difficult or inconvenient. An efficient manager makes sure that workers are happy performing their duties, in even the most demanding professions. To do this, make sure that workloads are fair and manageable, assign individuals to work they enjoy, promote collaboration and co-working projects, and create opportunity for vacations, leisure, and team-building activities. In addition, effective managers solicit the input of employees to ensure the workplace is as free of stress and strife as possible while still ensuring high productivity and a solid work product. However, interpersonal, informational, and decisional indicators of management performance are those that are conceptualised in this work. The paragraphs that follow discuss them.

Managerial effectiveness metrics

Interpersonal Effectiveness: According to the researcher's theory, interpersonal effectiveness refers to a person's capacity to interact with others, particularly as a manager, in a way that advances goals and objectives while preserving positive relationships. Managers communicate with employees both individually and in groups. The main objective is to do this by making an attempt to carry out his managerial responsibilities in all of these ways successfully and efficiently. It is claimed that a successful businessperson is more than just a successful business person; he is also a skilled communicator. He is adept at interacting with others, handling problems, and coming up with solutions. According to Big Think Edge (2018), any professional, especially a manager, should have the following interpersonal skills in order to exercise good interpersonal effectiveness in their work environment.

Verbal communication: Managers need to be able to communicate clearly, professionally, and concisely. If they lack the vocabulary needed to communicate effectively, their staff won't be able to finish their work. When managing a team, this is crucial. However, communicating and communicating well are not the same thing. To guarantee that the other participant is aware of the work at hand and, more significantly, that they are driven to execute it, the best leaders are able to communicate properly while also employing their interpersonal skills.

Nonverbal communication: Although frequently disregarded, it frequently has more significance than verbal. This covers voice inflections, volume, hand gestures facial expressions, and attire. When talking to the team, a manager who consistently crosses their arms may come off as nervous. A manager who fails to establish eye contact will appear as bored and uninterested. Not what you say, but how you say it, is what is remembered more.

Listening skills: Managers and other prominent leaders need these abilities. This necessitates active listening in a meeting to ensure that all opinions, thoughts, and worries have been heard and taken into account. Effective listening has a significant impact on communication and can help to avoid errors and blunders.

Motivation skills: An effective manager needs to be able to comprehend human motivation. They are able to successfully manage and lead their team because they are aware of their incentives and underlying wants. Money isn't the sole factor that inspires people.

Empathy: Since interpersonal skills are about people, it will be difficult to actually connect with them and get the greatest performance out of them if you are unable to comprehend them, their environment, and what they may be going through. Put yourself in the shoes of others and think about life from their perspective. Being empathetic is the foundation of empathy.

Informational Effectiveness: In part, people employ informational resources (books, films) to learn new things. The quality and scope of this learning will be impacted by many crucial characteristics of these resources (Ozziegoon, 2019). It is restricted to a few subjects. Information effectiveness is the ability of a management to communicate widely and intensely with all of his employees in the office and monitor that they pay attention to it/them. A manager must take all necessary steps to ensure that all employees are successfully communicated with in order to achieve information effectiveness. The management can use digital tools including e-mail, social media, video chats, and video conferences because of digitization. This will enable him to convey information effectively and to follow up on it as needed to ensure that the requests or instructions he has made are carried out.

Decision Effectiveness: Several factors, such as the anticipated outcome or the procedures taken to get there, may have contributed to a successful choice being made. There's no guarantee that anything occurred by accident or that your effort will retain it. Some contend that effective decision-making procedures are essential to making good decisions. Without implementing checks and balances, a process alone cannot offer a solid basis for business decisions. The biggest disagreements in business decisions are caused by a poor understanding of demands, which is fueled by biased data and accidental assumptions. It is obvious that a decision-making

approach alone does not allow us to see all of our options, possibilities, and risks. It takes a quality control process to ensure that decision-makers are logical and well-intentioned.

Methodology

An exploratory cross-sectional survey research approach was adopted for this investigation. The study population was comprised of twenty-two (22) Airline Operators in the South-South. Data regarding the population of this study was obtained from the Rivers State Yellow Page. The study sample selected five (5) top managers, in each of the twenty-two (22) Airline Operators in South-South. Thus, the study was a census study. For accessibility and the need to give all the Airline companies an equal opportunity for representation, the researcher conveniently selected five (5) top 6 managers, in the South-South States headquarters of the Airline Operators as key informants. A total of one hundred ten (110) managers made up the five (5) top-level managers, which were administrative, logistics, advertising, customer services, and information technology managers.

A structured questionnaire entitled “Digital Communication Decency and Managerial Effectiveness Index (DCDMEI) 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 determined using Crombach Alpha, with the least coefficient up to 0.743. Out of 110 copies of the questionnaire distributed, 98 copies were retrieved. The data obtained from the field were analyzed using Spearman’s Rank Order Correlation Coefficient and ttest 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 calculated significance value is less than 0.05, the null hypothesis is rejected; if otherwise, the null hypothesis is accepted.”

Results/Findings

Ho1: Airline operators' management success in terms of interpersonal efficacy in the South-South is unaffected greatly by digital communication etiquette.

Ho2: The management of airline operators' informative efficacy is not considerably impacted by digital communication etiquette in the South-South.

Ho3: The management efficacy of airline operators in the South-South is unaffected greatly by digital communication etiquette.

Table 1: Correlations between Digital Communication Etiquette and Managerial Effectiveness

		Digital Communication Etiquette	Informational Decision Effectiveness	Decision Effectiveness	Interpersonal Effectiveness
Spearman's rho	Digital Communication Etiquette	Correlation	1.000	0.631**	0.862**
		Coefficient			0.671**
		Sig. (2-tailed)		.000	.000
		N	226	226	226
	Informational Decision Effectiveness	Correlation	0.631**	1.000	0.771**
		Coefficient			0.685**
		Sig. (2-tailed)	.000		.000
		N	226	226	226
	Decision Effectiveness	Correlation	0.862**	0.771**	1.000
		Coefficient			0.745**
		Sig. (2-tailed)	.000	.000	.000
		N	226	226	226
Interpersonal Effectiveness	Correlation	0.671**	0.685**	0.745**	
	Coefficient			1.000	
	Sig. (2-tailed)	.000	.000	.000	
	N	226	226	226	

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

Source: SPSS data Output, 2022.

In column two of table 1 above, the r-value is 0.822 at a significance level of 0.00, which is lower than the stipulated alpha level of 0.05 for the hypothesis pertaining to interpersonal effectiveness and decency in digital communication. Since the significance value is much less than the alpha level of 0.05, the null hypothesis (Ho1), which asserts that digital communication decency really does not greatly impact managerial tied to performance interpersonal effectiveness is rejected. This implies that digital communication decency has a significant beneficial impact on the interpersonal performance of managers at airline operators in the South-South.

The r-value in column three of the previous table 1 is 0.718 at a significance level of 0.00, which is lower than the designated alpha level of 0.05 for the hypothesis pertaining to the morality and efficacy of digital communication. Since the significant level is lower than the alpha threshold of 0.05, the null hypothesis (Ho2), which states that the management of informational efficacy in South-South airline operators is not largely affected by decency in digital communication, is rejected. This shows that, in terms of informational efficacy, digital communication etiquette has a considerable positive influence on management of airline operators in the South-South.

The r-value in column four of table 1 above, at a significance level of 0.00, is less than the alpha criterion of 0.05 set for the hypothesis pertaining to decision efficacy and decency in digital communication. It is 0.675 at this significance level. The significant level is smaller than the alpha level of 0.05, thus the null hypothesis (Ho3), which asserts that digital communication decency doesn't really much influence managerial effectiveness associated decision effectiveness in South-South airline operators, is rejected. This shows that the capacity of management of airline operators in the South-South to make wise judgments is significantly improved by good digital communication manners.

These results show how effective digital communication improves managers' ability to interact with others, gather information, and make decisions.

Summary of Results

The results of the abovementioned quantitative and qualitative evaluations are as follows:

1. The South-South aviation industry's managers have a significant beneficial impact on the ethics of digital communication.

2. Digital communication etiquette significantly improves the South-South managers' ability to inform customers.

3. Management of South-South airline operators are far more capable of making good decisions when there is civility in digital communication.

Discussion of the Results

The results of the test of the first hypothesis showed a significant positive relationship between managers' digital communication decency and interpersonal effectiveness in airline operating firms in the South-South of Nigeria. This demonstrates how honouring the decency of digital communication—including regard for time zones, the environment, and decency in video conferencing—can strengthen bonds between managers and the people they work with both inside and outside of the organisation. Doyle (2019) asserts that in the near future, managers in all companies who can efficiently express themselves all through a video communication session, call at the right time, and be aware of their surroundings will be regarded as the best because it will enable them to have good relationship both within and outside of their work environments. One of the best ways for managers to develop their interpersonal skills is to adopt digital communication etiquette. If a manager can't act properly when talking online, they face the danger of losing many of the beneficial relationships they have built over the years. It may take a lot of persuading before a customer will pay attention again when a manager decides to contact potential clients when their kids are making a great deal of noise. An unkind worker will be held accountable because they will need to mend relationships due to their behaviour (Raju, 2017). When a boss conducts themselves with decorum, it encourages others to follow suit, which increases interpersonal effectiveness. Therefore, while talking through voice and video with customers, coworkers, superiors, and subordinates, managers must pay great attention to the time zone, the surroundings, and their body language.

A significant unfavourable relationship between managers' digital communication decency and informative efficacy was found in the test results for the second hypothesis. The atmosphere and decorum of video conferencing have a positive impact on managerial behaviour. The manager's background noise or too much worker noise might disrupt a crucial virtual meeting. A manager should not be put in a filthy location, such as a bathroom, slum, or toilet, to video chat with staff. A virtual meeting shouldn't be held in an untidy place by management or an employee. A manager will be unable to effectively communicate important messages under these circumstances. When used in a proper context, one advantage of communicating via digital methods is their informational effectiveness. Participants must be in a trouble-free environment for digital communication to be effective and efficient (Hart, 2020). Such a partnership would be beneficial.

The test result for the third hypothesis revealed a strong positive correlation between managers' capacity for decision-making and the calibre of digital communication among South-South airline operators. The implication is that managers with high levels of decency will do especially well when making decisions in a company like an airline operator. A management must be careful of their appearance, their surroundings, the time zone, and the situation of the individual they desire to speak with online. McQuerrey (2019) asserts that hasty judgments made at a meeting or in a chaotic environment are frequently poor ones. It is disrespectful for a supervisor to have a video conference with anyone while just wearing a robe; this might be seen as seduction, which would be bad for the firm. At some times or even on specific days, it may be crucial for the manager to connect with the workers solely via SMS, emails, WhatsApp, and Facebook. Every employee's personal time must be known to the boss. If an employee has just experienced a death, it might not be suitable to plan a crucial video conference for decision-making that involves that person. The manager's inefficiency might be brought on by any of these factors. Therefore, it is expected of a manager to show great respect for the time of their staff. Their capacity for information gathering, decision-making, and communication will all be enhanced. Despite the fact that digital communication may be utilised whenever, individuals should nonetheless respect one another's time and be cautious when speaking to them (Buckle, 2016).

Conclusions

The use of digital communication has existed for ages. It has improved social, professional, and personal lives. Today, no business can function without some kind of digital communication. This is due to the fact that it has gained acceptance and is here to stay. But applying decency in all of its applications is desperately needed. Airline operators and sister organisations, as well as people in other formal and informal contexts, need to understand that when using digital communication, decorum should always be the watchword. The study comes to the conclusion that applying decency to all digital communication will improve decorum, interpersonal communication, informational exchange, and decision-making, among other things. Managers in airline operating firms that refuse to use the decency-preserving tools of digital communication, environment decency, such as video conferencing decency and time zone decency, will be held responsible because it may even cost them their jobs.

Recommendations

- i. In order to ensure the effectiveness of communication in their interpersonal, information-sharing, and decision-making, employees and managers at airline operating firms should endeavour to zealously uphold decency in video - conferencing as well as use proper time and space when interacting digitally.
- ii. Organizations like airline operators could organise seminars and conferences on digital communication decency to enable their management and staff embrace it as a way of life.
- iii. Airline operators and other businesses should enact stringent policies that will punish managers and staff members who casually engage in impolite online behaviour.

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