RESEARCH PROPOSAL

STUDY ADOPTION OF ADVANCED COMMUNICATION TOOLS

TOWARDS ENHANCING ORGANIZATION PERFORMANCE

ONA MARCIANY BINTI JOHNNY

2017267372

**BACHELOR OF BUSINESS ADMINISTRATION
WITH HONOURS (INTERNATIONAL BUSINESS)
FACULTY OF BUSINESS MANAGEMENT
UNIVERSITI TEKNOLOGI MARA
KOTA SAMARAHAN**

JANUARY 2020

Table of Contents

CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter begins with the background of the study, which provides an overview on the Adoption of Advanced Communication tools towards enhancing Organization Performance. Next, the problem statement addresses the various issues and gaps identified in this study. This is then followed by statements of research objectives, scope of the study and significant of study.

1.1 Background of study

In general, a well-sustained performance index is one of the main objectives in any company because the organization will be able to improve and develop itself through good performance. The general perceived level of Information Technology (IT) usage agreement on organizational success indicators such as achievement of performance targets, financial performance, transparency, quality service, and operational efficiency as shown by weighted mean ratings and standard deviation (Dr.Revenio, Jalagat, & Al-Habsi, 2017). The world has experienced a revolution known as information technology since the early years of the 20th century. Some consider it to be the most fascinating development since the industrial revolution around the mid-18th Century (Tom, 1991). This transition transforms our everyday lives at home and at work, in shops and banks, in schools, colleges and universities. It changes people's way of thinking, communicating, and behaving.

Recently, the increasing revolution of technology has been experienced in global scenario and has become a global village where the utilization of computers and communication are widely available, mobile phones, internet, satellite networks and others that will provide the latest trends in communication that are applicable in processing, storing and distributing wide array of reliable information (UNDP, 2001). Advancement in chip, satellite, radio, and optical fibre technology have enabled millions of people around the world to connect electronically regardless of national or international boundaries. This explosion in connectivity is the latest and the most important wave in the information revolution (Evans & Wurster, 2007).

According the study of (Cerere, 1993) posits that, companies necessitate adoption of IT in order to improve their operations mainly the manpower management in manufacturing production and operations. New information and communication technologies have been coming into the workplace. This application of advanced communication tools represent most of modern technical progress in the services sector and in the management and marketing functions of the rest of the economy (Bresnahan & Yin, 2017).

Advanced Communication Tools refers to three forms of electronic communication with distance learning is email, discussion groups, and chat rooms. Advanced Communication Technology Benefits organizes communications, offers the basis for conversations, helps you to function in real time, minimizes costly errors and improves communication. Both public and private entities rely on some kind of communication tools to deliver their messages to their target client, or to remind their target client of the purpose and vision of their entity. If effective communication is at its peak, some workers hypothesize organizational success. For example, if the information on the policies and procedures of an organization is at its optimum level with openness and accuracy, and also if the information provided is adequate, factual and has good feedback (Kacmar, Wilt, Zivnuska, & Gully, 2003). Meanwhile, only the size of a modern age organization has put value on an effective way of communicating in the workplace. Most leadership leaders believe that communication tools are the hardest activity for everyone to do, but research has shown that interaction is thus making and unmaking an organization's life. In most organisations, managers frequently leave the element of effective communication to the human resources department because their attention mainly covers functional activities.

1.2 Problem Statement

The communication gap that exists between managers and employees makes them to generally label employees as not trustworthy, respected or valued to be responsible in their field of work.

There is no denying the importance of communication in the workplace, considering the fact that in an organisation people belonging to different social and professional backgrounds come together to work for the same goals. Often it is seen that administrators do not realise the importance of communication at work and thus do not convey their ideas, organisational goals, vision, etc. very clearly.

When administrators in an organisation are unable to create an environment which promotes open and clear communication, it can have negative repercussions on the work culture and the employee productivity (Akua, Adu-Oppong, & Emmanuel, 2014).

With the world in the middle of a revolution in social media, it is more than evident that social media such as Facebook, twitter, Orkut, My Space, Skype, etc. are used widely for communication purposes. One of the most important benefits of using social media is the exchange of knowledge and information online among the various groups of people. This online information sharing also promotes increased communication skills among the people, particularly among the educational institutions ' learners or students. Not only has electronic tools and technology facilitated communication in countless ways, but as a result, the very ways we interact, and even the ways we talk and think about communication, shift. Social media has the ability to fundamentally change the character of our social life, on an interpersonal as well as community level (Trisha, 2012).

An efficient Advanced communication tools system and seamless information flow in an organization is a prerequisite to making the organization relevant and relate well with society. Unfortunately, there seem to be a lack of coordinated and efficient communication policies in some business. The clients have been complaining of serious delays in the processing of their claims.

The most common form of non-face-to-face communication is the telephone. In the beginning the telephone was ideal for one-to-one conversations. However, making lots of phone calls can be very expensive and time-consuming. It may also be difficult to reach people at a time that is convenient for all parties involved. Many business meetings take place in conference calls and while most companies have phones capable of conference calls, many households do not.

This makes communication very essential for all stakeholders as it assimilates most managerial purposes. Ethically, communication is needed internally to initiate plans for expansion, to also consolidate resource in effective with less cost to select, nurture and appraise members of an organization. Conversely, communication is needed externally to serve as awareness creation for management to do business with our stakeholders such as suppliers, government agencies and many others (Greenberg & Baron, 2008).

In this studies, it was argued that the largest valuable resources within an entity are the employees. Therefore, it is the responsibility of managers to encourage two-way flow of information to optimize organizational performance as well as employee productivity.

The purpose of this study was to investigate the effectiveness of Advanced Communication Tools ACT among team members involved in collaborative group work. This study examines the preference of different communication tools in a sample group of co-workers involved in team-based, problem-solving curriculum. This section includes why this topic is important and the questions intended to be answered by this study. Since communication plays a vital role in harmonizing all departments of an organization so as to enhance organizational performance, there is a need to evaluate the current organizational communication structure, channels of communication, communication policy and communication system at the office to find out how relevant and effective they are in this era of Information Technology, so as to establish the effectiveness of Advanced Communication Tools in some businesses organization and its effects on the organizational performance (Miller, 2009) and (Cornelissen, 2008).

Therefore, based on this problem, a study is needed to be done to determine whether the factor of workplace environment, for example ACT in finance, ACT in accountability tasks, ACT in services and ACT for operational efficiency could affect the employees' performance.

1.3 Research Questions

Based on the problems that have been discussed above, the following specific research questions are addressed to guide the entire research effort:

RO1: What are the effects Advanced Communication Tools on Organizational Performance?

RO2: What is the awareness level of employee on Advanced Communication Tools?

R03: What can be inquired on the use of Advanced Communication Tools to improve Organization Performance?

1.4 Research Objectives

Based on the research questions, the research objectives would include:

a) To prove the relationship between Advanced Communication Tools and Organizational Performance.

b) To measure the awareness regarding knowledge on Advanced Communication Tools.

c) To measure Organization Performance through employee performance level on use Advanced Communication Tools.

1.5 Scope of Study

This study specifically covers the use of technology and its impact to the chosen organization. This research will also be carried out in Sabah who working in company at Sabah state department and agencies which located at Kota Kinabalu Sabah, where it explicitly aims to identify how the using Advanced Communication Tools affect the organization. In the meantime, data collection will be limited to the use of an online questionnaire to be provided to the respondents. The idea behind to the use of questionnaire to be provided to the respondents. The idea behind this method can help to avoid several time-and cost-related issues. At the same time, the relationship between Advanced Communication Tools affect the Organization Performance will be measure by ACT in finance, ACT in accountability, ACT in services and ACT for operational efficiency. Moreover, the Advanced Communication Tools will help the workers be more alert and also get a good collaboration with other organization.

1.7 Significance of Study

The research findings will suggest action plans for the other companies, organization, employer and human resources department as well as to guide them use of the data management which is the ACT in finance, ACT in accountability, ACT in services and ACT for operational efficiency through communication tools towards enhancing organizational performance. Besides that, this study can also help the companies, organization, employer and human resources department to know the factor that can influence the communication tools towards enhancing organizational performance. Throughout this, they can obtain knowledge and skills in order to improve their companies or organization business objectives. Furthermore, based on the expected outcome of this study through the response given by the respondent, motivation and loyalty shown by them can be determined the level of the advanced communication tools towards organizational performance.

1.8 Conclusion

In brief, this chapter will explore the main thrust of this work on the interaction between Advanced Communication Tools and the Organization Performance. The material included is question statement, the analysis purpose and the theories, the relevant and delineation or scope of the report, as well as a variety of essential meanings of the words that will be used throughout this review.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

The main purpose of this chapter is to provide a review of existing scholarly articles, journals and literature in order to contribute the body of knowledge regarding on communication tools towards enhancing organizational performance. Throughout the chapter, various meaning of the main variables involved in the present study will be touched upon, organizational performance. Next, a proposed for a research framework is also discussed.

2.1 Organization Performance

Organizations perform various activities to accomplish their organizational objectives. It is these repeatable activities that utilize processes for the organization to be successful that must be quantified in order to ascertain the level of performance and for management to make informed decisions on where. If needed within the processes to initiate actions to improve performance. Therefore, it can be claimed that there is a close relationship between the organizational objective and the concept of organizational performance. Therefore, all companies probably attempt to achieve certain pre-determined objectives with the help of available resources. Hence, the two aspects of the concept. Example, the organizational objective, and the organizational inputs or resources can be considered in the definition of organizational performance. In the 1980s, performance is defined as the extent to which an organization, as a social system, could consider both its means and ends. This definition is in line with the earlier one suggested by (Gerogopoulos & Tannenbaum, 1957).

In the following decade (Adam,1990) considered organizational performance as heavily dependent on the employees' performance quality. He believed that in order to ensure a high quality organizational performance, it is vital to have regular exposure of the staff of the company to new and up-to-date knowledge and skills, which would in turn help them keep up with the new changes happening in the market and ultimately, enhance the quality of organizational performance.

Organizational performance also the actual result and their output of organization been measured whereby a good organization is an organization that able to learn more and also keep learning to face the ongoing of environment changes and challenges. Thus, the learning process should be implement in the organization so it can become part of the organizational culture whereby it can affect the organizational performance (Malik, Rizwan, & Ali, 2011). Besides that, there is a relationship between the use of ACT and organizational performance with to encourage members of organization to increase overall satisfaction leading (Argenti, 2009). Furthermore, the successful of an organizational performance is from the effective financial, learning and growth (Parmenter, 2015), information technology (Melville, Kraemer, & Gurbaxani, 2004), employee and customer satisfaction, human resources, and quality. Not forget, leadership also one of the reason of successful organizational performance

The tools of new media are now being employed by companies to enable its people to converse openly and freely. These work for start-ups and big companies alike and in situations where the workforce is under one roof or spread across many locations.

As far as social media is concerned, there are many platforms which are being used for communication purposes, both formal and informal. To name a few, LinkedIn, Facebook, Twitter, Blog sites and so many other social media platforms. They are cost efficient, interesting, more effective and easily accessible. These characteristics make social media more important. It provides the user with a lot more options and viability. Communication tools are apps that act as a virtual, online meeting room for team members. They help your team have conversations, exchange vital project data, update others with progress, share files, and create work collaboratively.

2.2 Advanced Communication Tools

According to (Radhe, 2011), any communication system or strategy uses such tools to convey information. For example, phones, faxes, microphones, circulars, print communications etc. Advanced Communication Tools, in a technical context, provides channels where people in a common place can communicate with each other, i.e. post their feedback and contribute to the discussions. Anyone with similar views can become part of the discussion. For example, Facebook, Orkut, Blogs, My Space and Twitter, as well as others.

Modern workplaces are highly collaborative and this teamwork is focused on efficient co-worker connectivity. Several networking devices is email, forums, wikis, Facebook, and others that are becoming widely accessible and embraced in interactions in the work place (Thea, Pernilla, Jacob, Gene, & Maribeh, 2010).

According to (Kacmar, Wilt, Zivnuska, & Gully, 2003), Advanced Communication Tools refers to three forms of electronic communication with distance learning is email, discussion groups, and chat rooms. Advanced Communication Technology Benefits organizes communications, offers the basis for conversations, helps you to function in real time, minimizes costly errors and improves communication. Both public and private entities rely on some kind of communication tools to deliver their messages to their target client, or to remind their target client of the purpose and vision of their entity.

Effective communication is a critical component of functioning effectively together. This helps partners to inspire creativity, create common ground and establish dynamic interpersonal relationships. When new communication tools arise their use in the workforce is becoming more and more popular. The office is no longer simply a telephone, email and fax office. Researchers have researched and found valuable use and acceptance of instant messaging / chat, virtual worlds, social networking sites, twitter, wikis and office forums. Workers are developing their own ecologies of communication technologies with the wide variety of devices in use, with each system serving a specific role, allowing for different expressions or delivering a critical service (Thea, Pernilla, Jacob, Gene, & Maribeh, 2010).

According to World Telecommunication Report (ITU, 2006), Communication tools such as the Internet and e-mails in the education sector allow people to search for and interpret information in order to communicate effectively, collaborate with others with different

9

skills and experiences, and to think critically, innovatively and creatively. Communication tools such as teleconferencing can also be used by employees to work in teams. Data and information are everywhere nowadays, and their quantity is increasing rapidly every year, and many companies are trying to develop smart information systems to evaluate and interpret the huge amount of data and information. In these days, knowledge and knowledge transfer are key differentiators in terms of business competition and all successful companies agree that their main goal is to focus on people, their knowledge and they strive to create, enhance, pass or exchange, incorporate, renew knowledge. In other words, they are focused on knowledge management principles. The sharing of knowledge is especially important as it is a necessary prerequisite for the application of knowledge.

Nevertheless, it has been observed these days that most business organizations are also involved in social networking, thus promoting their products and services. Very often, the business groups ' head honchos try to maintain a healthy relationship with their trusted customers. Sites of social networking are now seen as a promising means of advertising that must be embraced by every brand. In an online environment, social media as a promotional medium contributes to a healthy and direct relationship between brands and their public through its immediacy. This immediacy provides the ability of the public to be present, communicate, influence and maintain a stronger position towards brands. Besides using social platforms to monitor conversations about their industry, competitors and products, businesses are increasingly reaching out to their customers via the social web to communicate messages about what they have to offer. Social media is actually changing the way companies communicate, the many social tools available today are very cost-effective compared with traditional approaches such as email and online advertising. Blog posts and tweets enable businesses to create forums, receive immediate feedback or support and promote their products and services (Trisha, 2012). Thus, there is a plausible correlation that ACT can improve Organization Performance.

According to (Nesheim & Gressgard, 2014), knowledge transfer can only work effectively when the right communication tools are used and when they are used in the right environment and context.

Effective communication is a critical component of functioning effectively together. This helps partners to inspire creativity, create common ground and establish dynamic interpersonal relationships. When new communication tools arise their use in the

workforce is becoming more and more popular. The office is no longer simply a telephone, email and fax office. Researchers have researched and found valuable use and acceptance of instant messaging / chat, virtual worlds, social networking sites, twitter, wikis and office forums. Workers are developing their own ecologies of communication technologies with the wide variety of devices in use, with each system serving a specific role, allowing for different expressions or delivering a critical service.

(Prosbt, Raub, & Romhardt, 2000) was summarize that the natural knowledge-sharing situations, colleagues are physically present at the workplace. Where there are fewer opportunities to work together or meet informally, efforts need to be made to organize social situations where knowledge can be shared. Efficient transfer of knowledge between employees can be characterized as the situation when knowledge is transferred from one worker to another and the other worker not only understands the information but is also willing to use the knowledge. If the transfer of knowledge is successful, it provides the foundation for the application of knowledge with the goal of improving the quality of work further contributing to the positive influence towards Organization Performance (Thea, Penilla, Jacob, Gene, & Maribeth Back, 2010).

2.2.1 Advance communication tools in finance

Initially, financial management has long been related the concept of proper management of funds within an organization like investing projects that would possible generate a reasonable return to the investors, so the responsibility of every financial manager is obviously to maximize shareholder's wealth, and in order for managers to reach that end point managers on behalf of the shareholders are required to work with the best interest of the owners of the firm. Finance is the science of managing funds, it's about how to manage investment and control firm's funds, financial management has been concern of many investors as which project to be invested and selecting the best alternative to invest regarding the possible risk and return trade-offs.

The first goal relates to the firm's profitability. The goals concerning sales, market share, and cost control all relate, at least potentially, to different ways of earning or increasing profits. The goals in the second group, involving bankruptcy avoidance, stability, and safety, relate in some way to controlling risk. Unfortunately, these two types of goals are somewhat contradictory (Bradford & R. W., 2008).

Besides the employee engagement in financial analysis and planning for the firm, the initial activities of the financial manager involves the decisions that relate to the investment and financial decision, Investment decisions reflect to which project to be engaged in, forecasting possible returns, and what type of assets that the firm will hold. Financing decisions determine how the firm raises money to pay for the assets in which it invests (Zutter, 2012). So, in order to keep track of financial investments and the flow of money in an organization, ACT should be introduced to assist in managing the financial interests of the organization. This in return, will provide a boost in finance, which consequently improves Organization Performance.

H1: There is a relationship between ACT in finance and Organization Performance

2.2.2 Advanced communication tools in accountability tasks

In social psychology, accountability is defined as the implicit or explicit expectation that one may be called on to justify one's beliefs, feelings, and actions to others (Lerner & Tetlock, 1999). In the management literature, it refers to "the extent to which a person's behaviours are observed and evaluated by others, with important rewards and punishments contingent upon those evaluations" (Ferris, King, Canavan, Frink, & Hopper, 1995). These definitions focus on accountability at the individual level. However, the definition of accountability that is accepted often in the public administration field, as well as adopted in this study, is "the means by which public agencies and their workers man-age the diverse expectations generated within and outside the organization" (Romzek & Dubnik, 1987). Agencies should establish various accountability instruments to respond to expectations from legal entities, citizens, top executives, or organizational members. Therefore, this perspective is concerned with accountability at the organizational, rather than individual, level.

The accountability mechanisms applied to staffing, performance evaluation, and compensation systems in the federal government directly and positively affected organizational performance. This finding is consistent with the existing conceptual arguments that accountability positively affects public sector performance. Second, management autonomy moderated the association between the accountability in staffing and compensation functions and performance of the federal governments.

Where ACT is integrated into the accountability Mechanisms and any Organization, there is a clearer transparency in the Organization's introspection of it is current and future goals, expectations and targets, as well as evaluation over their staffs. So, ACT in accountability can help improve Organization Performance.

H2: There is a relationship between ACT in accountability and Organization Performance

2.2.3 Advanced communication tools in services

Service quality in retailing is different from any other product or service environment (Finn, 2004). Quality of service is a focused assessment of services elements such as interaction quality, physical environment quality and outcome quality (Zehir, Sahim, Kitapci, & Ozsahin, 2011). Because of the unique nature of retail service, improvements and measurements of quality in retailing cannot be approached in the same way as that of the services perspective. In retail service, it is necessary to look at quality from the perspective of services as well as goods and derive a set of items that accurately measure this construct (Mehta, Calloway, & Sahakian, 2000).

In addition, it is a sort of judgment which customers resulting from an investigation process where customers compare their expectations with the service they perceive to have received (Gronroos, 1993). So this difference between expectations and perceptions of customers and their perceptions of actual performance of services will create quality of services (Zeithami, Berry, & Parasuraman, 2014), so that if a service meets or exceeds customer expectations, it has quality but If customer service is less than their expectations, it necessarily does not mean that quality of service is low; however, it makes the customer dissatisfied (Venus & Safaeiyan, 2002). Therefore, organizations are looking for sustainable and high quality in order that they can Gain a competitive advantage.

Brand is one of the important communication tools in the field of customer relationship management, and it is valuable for customers because it reduces the risk of consumer and it economizes decision-making costs. Moreover, brand is one of the effective signs in the market that organization uses it because of market information asymmetries. Information asymmetry exists in both customers' products and services and puts customers at risk of losses. Hence, to avoid the uncertainty of customer, customer's satisfaction with services provided by the firm. If customers become disappointed with brand, all of the organization's investments and its future profits will be lost.

As quality of service is paramount in maintaining customer relations, a streamlined platform for communication is essential to ensure customer satisfaction. Thus, ACT is beneficial to maintaining a good level of customer satisfaction, which helps improve Organization Performance through a faster and easier way to provide quality service to clients and customers.

H3: There is a relationship between ACT in services and Organization Performance

2.2.4 Advanced communication for operational efficiency

A firm's social media initiatives are likely to positively influence its operational efficiency. A firm's relative performance in operational efficiency depends on its resources, routines, and capabilities. Resources refer to productive assets that are both tangible and intangible, routines are organizational processes that utilize a complex set of resources, and capabilities are the proficiency in deploying a dynamic bundle of routines (Peng, Schroeder, & Shah, 2008).). Both routines and capabilities are socially complex and operationally sophisticated. They are embedded in dynamic interfaces of multiple vibrant knowledge sources within and outside organizations.

Where there is a need to optimize operational efficiency, tools or platforms that help bring together members of an organization in an orderly manner, will help facilitate and even further enhance efficiency of operation within an organization. So, ACT can prove to be an appropriate top management and subordinates to coordinate and efficiently carry out tasks and relay information.

H4: There is a relationship between ACT for operational efficiency and Organization Performance

2.3 Research Framework

INDEPENDENT VARIABLES   **DEPENDENT VARIABLES**
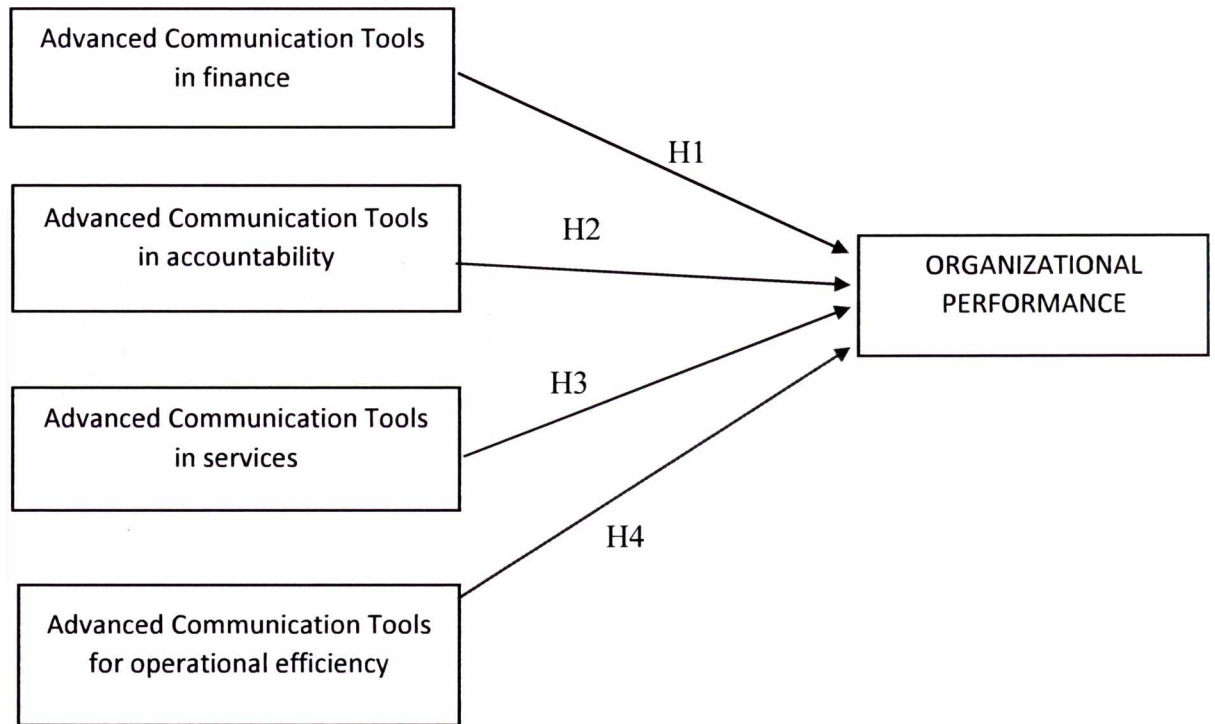
Sources: Adapted from (Tom.1991) and (Dr.Revenio, Jalagat, & Al-Habsi, December 2017)

Figure 2.3: A proposed Research Framework

2.4 Proposed Research Hypothesis

With reference to the theoretical in Figure 2.1 there are 3 hypothesis (relationship) that can be developed for statistical testing. The followings are the proposed sets of hypothesis:

H1: There is a relationship between ACT in finance and organization performance.

H2: There is a relationship between ACT in accountability and organization performance

H3: There is a relationship between ACT in services and organization performance

H4: There is a relationship between ACT for operational efficiency and organization performance

2.5 Conclusion

In short, all the important issues to carry out this study have been discussed in this chapter. This was accompanied by a description of the important variables in this analysis, as well as the hypothesis and models that could be used to reflect the ideas of this topic in science. Finally, this chapter also addressed and analysed the previous results related to the idea of this study as well as to get greater understanding and insight about this research.

CHAPTER 3

METHODOLOGY

This chapter addresses research issues and research design. A research design needs to be prepared prior to data collection and analysis, which involves making decisions regarding sampling design process, data collection procedure, research instrument, measurement of variables as well as statistical tools used in data analysis.

3.1 Research Design

Research design is a model or plan which provides structural specifics to gather information to organize and know the Adoption Advanced communication tools issues by splitting it into two main components that are exploratory research design and definitive research design. Based on the research carried out, the definitive research model used in which descriptive research and causal analysis are included in a quantitative research that describes the statistical data

3.2 Research Instrument

Basically, the research instrument that will be used in this research is questionnaire. The research instrument will be use to observe the employee's satisfaction in the organization.

3.2.1 Questionnaire

Questionnaire is the major research instrument where it is a structured technique for obtaining data that includes several questions, written or verbal where the selected units of analysis or target respondents will answer. The process of distributing questionnaire will involve the fieldwork procedure such as instruction for selecting, approaching and questioning the respondents. Questionnaire is the inexpensive method to obtain data from the target respondents. However, well questionnaires should be able to obtain the required data and the target respondents should be able to understand well and willing to answer it.

3.2.2 Pilot Test

The pilot test refers as a pre-test questionnaire on a small number of respondent conducted in order to make sure the questionnaire is reliable to be answered by making sure that the respondent will have clear understand during answering the questionnaires given. It is recommended by (Hill, 1998) and (Isaac & Michael, 1995) that 10 to 30 participants are suitable size for the pre-test. Thus, 30 pilot studies questionnaires were distributed. They were print edit physical format and given too.

3.3 Measurement and Scale

As the questionnaire in the research consist of four (4) parts that are Part A, Part B, Part C and Part D. For Part A only, the measurement will be used nominal scale. The nominal scale will be used for Part A due to it classification of sample that involved demographic question such gender or race. Part B is to know more about Advanced Communication Tools at their organization.

On the other hand, the questionnaires for Part C and Part D are using Likert scale. Likert scale is created by Rinses Likert that usually measuring attitude. It will be checking on strongly agree or disagree depending on the respondent itself. The respondent will choose from the five alternatives given to them from the range of strongly agree to strongly disagree. Answering using the Likert scale will determine the respondent range of attitude in this research studies. The table 1 below showed the Likert scale.

1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Table 3.1: Likert Scale

3.4 Sampling Techniques

In this study, the data should come from the right target respondents of the research, so the voice of the population is well represented. The sampling related terms have to be understood and the sampling process will have to be followed.

3.4.1 Populations

Population is the whole group of people, objects, incidents or interesting things that researchers want to investigate. The target respondents were individual and group of people international and domestic that working in company at Sabah state department and agencies which located at Kota Kinabalu, Sabah aged 20 years who born in 1998 and above.

3.4.2 Survey Methods

The tool that been used for collecting data will be the questionnaire, and the survey methods that been used for this research are through self-administered questionnaire and online questionnaire. The printed booklet questionnaire been distributed to the target respondent at the Sabah state department agencies which located at Kota Kinabalu, Sabah since it is easier to distribute and easy to reach to the target respondent while for electronic questionnaire been distributed to the target respondents via online.

3.4.3 Elements

An element is a member of the population. The questionnaires been distributed to adults whether international or domestic working people and who are aged 20 years old and above that working in company at Sabah state department and agencies which located at Kota Kinabalu, Sabah.

3.4.4 Sampling Frame

Sampling frame is the representation or list of the target population and it is operational definition of the population that provides the basis for drawing a sample. The sample frame includes designation, high level qualification, experienced working(years), gender and age.

3.4.5 Sample Size

Sample is a subset of the population. They are the selected members of the population whom data been obtained from analysis in the study (Krejcie & Morgan, 1970). A sample size of 150 was selected were to be collected from aforementioned companies and agencies located in Kota Kinabalu Sabah.

Table 3.1

Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size   *Source: Krejcie & Morgan 1970*

Table 3.2: Krejcie-Morgan, 1970 sample size table

3.5 Source of Data Analysis Method

The methodology of gathering data for this study is based on two, that is main and secondary publications. Main data is gathered from participants straight thru online surveys, while secondary data is obtained from scholarly journals and websites.

3.5.1 Primary Data

The first source of data is primary data. Primary data are collected by the researchers for the specific problem at hand and it using the research instruments to obtain the data information from the unit analysis of the research problem. The data information that collected from the unit analysis is original and fresh from the current sources. To obtain primary data require high cost and time consuming but depends on the method on how to obtain the data. This source of data collected through survey by distributing the questionnaires to the target respondents to measure the organizational performance in the company at Sabah state department agencies which located at Kota Kinabalu, Sabah, whether the employees are on contract or working permanently.

3.5.2 Secondary Data

The second data source is second-hand data. Secondary data are data collected or obtained for purposes other than the problem at hand, and are also readily available to the researchers and data. This type of data source can be collected in a fast, easy, short time and low cost compared to the primary data where full involvement is required with the target respondents, high cost and it takes longer. Secondary data can be classified either internal or external to which internal data can be obtained within an organization such as annual report sales, marketing planning and product generating meanwhile external data can be obtained through outside the organization such as business magazines, government reports, and research agency. The secondary data I used for this study are newspaper article, online newspaper and other website.

3.6 DATA ANALYSIS TOOL

3.6.1 Data Collection

The study used primary data collected by means of a questionnaire that was administered electronically due to ease of administration and reach as the staff was spread across the country and had access to internet connection from their laptops and mobile devices. The Questionnaire had four sections, the first part captured demographic information of the respondent and the second part entailed the use and impact of Advanced Communication Tools.

The questionnaire was anonymous as no personal information of the respondents was collected, to facilitate data collection approval from the supervisor and human resources director was obtained, subsequently an email notification was sent to the respondents and they were given two weeks to complete the survey.

3.6.2 Data Analysis

The research objective was to assess the relationship between information technology and organizational performance. Data collected from the study was imported into a computer programme statistical package for social sciences (SPSS) for analysis using descriptive statistics like frequency distributions, percentages and averages. Inferential statistics such as regression analysis was performed, while standard deviation was computed to test for consistency and the variability of responses across the study. The significance level was set at 5% for every statistical set.

3.6.3 Data Analysis Procedure

The data gain from the questionnaire that distribute to the respondent is to analysed in order to gain the answer for the research study. The data firstly will go through pilot test to check is reliability. After the reliability can be accepted, the questionnaire will be analysed through descriptive method that used to analysed items in the form of frequency and percentage. Thus, statistical package for Social Science (SPSS) version 20.0 is applying to analyse the data that suitable with this research.

3.6.4 Descriptive Analysis

The demographic data from section A and B in the questionnaires is obtained to be analysed through descriptive analysis in the form of frequency and percentage. Frequency is an instrument for measuring the number of repetition when something happens in a particular period.

The descriptive analysis of this study will be projected using this frequency distribution analysis to reflect the demographic data of this study as it is for the nominal and ordinal scale that will summarized the value or number of times the variable occurs as refers to statistic that consists the number of item (N), minimum (min), maximum (max) and also the standard deviation by (Zikmund, 2003).

Section A of the questionnaire was created to capture some basic demographic characteristics of the respondent involved in this study. The demographic details of the respondent are presented in Table 3.3.

Category	Items
Designation	a) Director
	b) Senior management
	c) Middle Management
	d) Subordinate
Qualification	a) Secondary education
	b) Certificate/diploma
	c) Bachelor degree/graduate
	d) Masters
	e) Doctorate
How many years have you worked in your organization?	a) Less than 5 years
	b) 5-10 years
	c) 11-15 years
	d) 16-20 years
	e) 20 years and above
Gender	a) Male
	b) Female
Age	a) Below 20 years
	b) 21-30 years
	c) 31-40 years
	d) 41-50 years
	e) Above 50 years

Table 3.3 Respondent Designation, Qualification, Gender and Age

3.6.5 Reliability Test for pilot study

Reliability is the degree to which a research survey produces consistent result. Cronbach alpha was used to measure the reliability of each construct. The table show the Cronbach alpha by (Cronbach, 1951) range of consistency. The desirable alpha value that considered to be reliable is 0.7 or above which was measured by (Cronbach, 1951).

RANGE	INTERNAL CONSISTENCY
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Table 3.4: Reliability Correlation Coefficient using Coefficient-Cronbach's Alpha

VARIABLE	NO. OF ITEM	CRONBACH ALPHA
ACT in finance	4	.654
ACT in accountability tasks	4	.874
ACT in services	4	.832
ACT for operational efficiency	4	.809
Organization Performance	5	.832
Overall reliability	21	.940

Table 3.5: Result of pilot study on research questionnaire

Based on the table above show that the questionnaire has been tested before distribute in the real study. The result show that all the variable is at desirable with the Cronbach alpha above 0.8 which is good coefficient except ACT in finance variable is 0.654 remarks as questionable. It is used to show good coefficient overall reliability with 0.940 Cronbach alpha that questionnaires are satisfactory and distributed based on sample size, of the Advanced Communication Tools (ACT in finance, ACT in accountability tasks, ACT in quality services and ACT for operational efficiency) that influence Organizational Performance in order to have a better performance.

3.6.6 Pearson Correlation Analysis

Pearson correlation is used to measure the existence of relationship strength between two variables. The coefficient can take on any value between -1 and +1 which the value of -1 represent negative correlation while +1 represent positive correlation. Below is the table of correlation coefficient strength based on Guilford's Law.

Correlation Coefficient based on Guilford's Law

Range	Strength of Relationship
0.00-0.20	Slight, almost negligible correlation
0.21-0.40	Small but definite correlation
0.41-0.70	Moderate correlation
0.71-0.90	High correlation
0.91-1.00	Very Strong Correlation

Table 3.6: Strength of Correlation Coefficient

3.6.7 Multiple Regression Analysis

Multiple regression is used to calculate the coefficient of multiple determination and regression equation by using two independent variables or more or analyse linear relationship. It is used to have better understanding of the Adoption of Advanced Communication tools which is financial performance, accountability tasks performance, quality services and operational efficiency that influence organizational performance in order to have a better performance in the future.

The p-values and coefficients in regression analysis work together to tell what relationship are statistically significant in the model and the essence of those relationship are, according to (Frost, 2013). The coefficients describe each independent variable's mathematical relationship with the dependent variable. The p-values for the coefficients indicate whether these relationship variable. The p-value for the coefficients indicate whether these relationships are statically significant.

3.7 Conclusion

In conclusion, this chapter explained in depth of the way data will be collected and as well including the data analysing using the Statistical Package for Social Science (SPSS) software. The result of the data analysed will be continuing in chapter four.

REFERENCES

Ada, N., Alver, A., & Fatma. (2008). "Örgütsel _letisimin Örgütsel Baglılık Üzerine Etkisi: Manisa Organize Sanayi Bölgesinde Yer Alan ve _malat Sektörü Çalısanları Üzerinde Yapılan Bir Arastırma". *Ege Akademikl Bakis/ Ege Academic Review 8(2)*, pp. 487-518.

Akua, A., Adu-Oppong, & Emmanuel, A.-B. (2014). *Communication In The Workplace: Guidelines For Improving Effectiveness.* Ghana: University of Education, Winneba.

Argenti, P. (2009). Internal communication channels within a Multinational. *Corporate Communication*, 28-30.

Bradford, D. J., & R. W. (2008). Fundamentals of Corporate Finance. *New York: The McGrawHill.*

Bresnahan, T., & Yin, P.-L. (2017). Adoption of New Information and Communications Technologies in the Workplace Today. *The National Bureau of Economic Research.*

Cerere, S. (1993). *Computer applications to office management; Kenya Institute of Administration.*

Cho, J., & Dansereau, F. (2010). Are tranformational fair? A multi-level study of transformational leadership, justice perdeptions, and organizational citizen behaviors. *The Leadership Quaterly*, Vol. 21 No. 3, pp. 409-421.

Churchill, J., & Gilbert, A. (1979). A Paradigm for Developing Better Measures of Marketing Constructs. *Journal of Marketing Research.*

Cornelissen, J. (2008). A Guide to Theory and Practice 2nded. London: SAGE Publications. *Corporate Communication.*

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 297-334.

Dr.Revenio, C., Jalagat, J., & Al-Habsi, N. A. (December 2017). Evaluating the Impacts of IT Usage on Organizational Performance. *European Academic Research.*

Evans, P., & Wurster, T. (2007). Strategy and the New Economics Of Information. *Harvard Business Review*, 70-82.

Ferris, G. R., King, T. R., Canavan, P. J., Frink, D. D., & Hopper, H. (1995). Accountability in human resource system. 175-196.

Finn, J. (2004). A Survey of Online Harassment. *Interpersonal Violence*, 468-483.

Frost, M. S. (2013). Regression Analysis. *An Inuiive Guide or Using and Inerpretin Linear Models.*

Gerogopoulos, B., & Tannenbaum, A. (1957). A Study of Organizational Effectiveness. *American Sociological Review*, 534-540.

Greenberg, J., & Baron, R. A. (2008). Behaviour in Organisations 9th ed. Upper Saddle. *River, NJ: Person Education.*

Gronroos, C. (1993). A Service Quality Model and Its Marketing Implications. *European Journal of Marketing*, 36-44.

Hatcher, L. (1994). A step-by-step approach to using the SAS(R) system for factor analysis and structural equation modeling. *Cary, NC: SAS Institute.*

Hill, P. S. (1998). In situ observations of floc settling velocities in. *Marine Geology*, 145, 85-94.

Isaac, S., & Michael, W. B. (1995). A collection of principles, methods, and strategies useful in the planning, design, and evaluation of studies in education and the behavioral sciences, 3rd ed. *Handbook in research and evaluation:.*

ITU. (2006). *Persistent link: http://handle.itu.int/11.1002/pub/80115865-en.* Retrieved from World Telecommunication/ICT Development Report 2006: Measuring ICT for social and economic development.

Kacmar, K. M., Wilt, L. A., Zivnuska, S., & Gully, S. M. (2003). The interactive effect of leader-member exchange and communication frequency on performance ratings. *Journal of Applied Psychology*, 88, 764-772.

Kim, S., Koh, Y., Cha, J., & Lee, S. (2015). Effects of social media on firm value for U.S restaurant companies. *Int. J. Hosp. Manag*, pp. 49 (1), 55-61.

King, J. (2005). Toward a theory of high performance. *Harvard Business Review*, 83: 30-39.

Krejcie, R. V., & Morgan, D. W. (1970). Determining Sample size for Research Activities. *Educational and Psychological Measurement*, 30, 607-610.

Kulele, I. (2012). Internal communication crisis and its impact on Organization's Performance . *Caucasian Economic Triangle, 2*, ISSN 2233-3231.

Lerner, J. S., & Tetlock, P. E. (1999). Accounting for the effects of accountability. 255-275.

Malik, M. E., Rizwan, Q. D., & Ali, U. (2011). Impact of motivation to learn and job attitudes on organization learning culiture in a public service organization of Pakisatan. *African Journal of Business Management*, No. 3, pp. 844-854.

March, J. G., & Sutton, R. I. (1997). Organizational performance as a dependent variable. *Oragnization Science*, 698-706.

Marmouse, C. (1997). Performance, in Encyclopedie, Les Editions d'Organisations, Paris.

Mehta, M. A., Calloway, P., & Sahakian, B. J. (2000). Amelioration of specific working memory deficits by methylphenidate in a case of adult attention deficit/hyperactivity disorder. *Psychopharmacology*, 299-302.

Melville, N., Kraemer, K., & Gurbaxani, V. (2004). Information technology and organizational performance. *An integrative model of it business value.*

Miller, K. (2009). Organizational communication. *Belmont, CA: Thomson Wadsworth.*

Nesheim, T., & Gressgard, L. J. (2014). Knowledge sharing in a complex organization. *Antecedents and safety effects*, 62, 28-36.

Nunnally, J. C. (1970). Introduction to psychological measurement. . *McGraw-Hill.*

Parmenter, D. (2015). *Developing, Implementing and using Winning KPIs, third edition.*

Peng, D. X., Schroeder, R. G., & Shah, R. (2008). Linking routines to operations capabilities: A new perspective. *Journal of Operations Management*, 730-748.

Prosbt, G., Raub, S., & Romhardt, K. (2000). Managing Knowledge. *Building Blocks for Success. John Wiley and Sons.*

Radhe, K. (2011). *Internal Communication Process and Tools: A study on CPSEs.*

Romzek, B. S., & Dubnik, M. J. (1987). Accountability in Public Sector: Lessons from the Challenger Tragedy. 227-238.

Sekaran, U., & Bougie, R. (2013). A Skill-Building Approach. 6th Edition, Wiley, New York. *Research Methods for Business.*

Sundmaeker, H., Verdouw, C., Wollert, S., & Perez, F. L. (2016). Internet of Things Connecting Physical, Digital and Virtual Worlds, River Publishers, Gistrup/Delft. *Internet of food and farm 2020 in Venmesan*, pp. 129-151.

Thea, T., Penilla, O., Jacob, T. B., Gene, G., & Maribeth Back. (2010). Exploring the workplace communication ecology. 841.

Thea, T., Pernilla, O., Jacob, T. B., Gene, G., & Maribeh, B. (2010). *Exploring the Workplace Communication Ecology.*

Tom, P. L. (1991). Managing information as a corporate resource. *Harper Collins.*

Trisha, D. B. (2012). *Effiectiveness of Social Media As a Tool of Communication and Its Potential for Technology Enables Connections:A Micro Level Study.*

UNDP. (2001). *Global Environment outlook.*

Venus, D., & Safaeiyan, M. (2002). Applied Bank Marketing for Iranian Bank, Negahe Danesh Publication.

World Telecommunication Report. (2006). *https://www.managementhelp.org/mtgmgmnt.htm.*

Wu, C. W. (2016). The performance impact of social media in the chain store industry.

Zehir, C., Sahim, A., Kitapci, H., & Ozsahin, M. (2011). The Effects of Brand Communication and Service Quality In Building Brand Loyalty Through Brand Trus. *The Empirical Research On Global Brands*, 1218-1231.

Zeithami, V. A., Berry, L. L., & Parasuraman, A. (2014). The Behavioral Consequences of Service Quality. *Journal of Marketing*.

Zikmund, W. G. (2003). Basic Data Analysis: Descriptive.

Zutter. (2012). Principle of managerial finance. *Pearson Education Limited.*