



AMERICAN JOURNAL OF BUSINESS AND MANAGEMENT INNOVATION (AJBMI)

VOLUME 1 ISSUE 1 (2026)



PUBLISHED BY
E-PALLI PUBLISHERS, DELAWARE, USA

E-Administration Practices and Organisational Resilience in Telecommunication Firms in Bayelsa State, Nigeria

Tare Love, ODO^{1*}, Mariana Tamaraudinieni, OGORI¹, YIDOUGH A Esido¹

Article Information

Received: November 02, 2025

Accepted: January 08, 2026

Published: July 20, 2026

Keywords

Bayelsa State, E-Administration, Electronic Communication Systems, Electronic Record Management, Organisational Resilience, Telecommunication Firms

ABSTRACT

This study examined the relationship between e-administration practices and organisational resilience in telecommunication firms in Bayelsa State, Nigeria. The study was motivated by the increasing need for organisations, particularly in disruption-prone environments, to strengthen their capacity to withstand, adapt to, and recover from operational challenges. A descriptive survey research design was adopted for the study. Data were collected from 84 employees of selected telecommunication firms operating in Bayelsa State using a structured questionnaire. The instrument was validated, and its reliability was established using Cronbach's alpha coefficient. Data analysis was carried out using descriptive statistics and Pearson Product Moment Correlation with the aid of the Statistical Package for Social Sciences (SPSS). The hypotheses were tested at a 0.05 level of significance. The findings revealed that electronic record management has a positive and significant relationship with organisational resilience ($r = 0.584$, $p < 0.01$). Similarly, electronic communication systems showed a strong and significant relationship with organisational resilience ($r = 0.690$, $p < 0.01$), while automated administrative workflow systems also demonstrated a positive and significant relationship with organisational resilience ($r = 0.441$, $p < 0.01$). The study concluded that e-administration practices are strategic organisational capabilities that significantly contribute to organisational resilience in telecommunication firms in Bayelsa State. It was recommended that telecommunication firms should strengthen their digital administrative systems and invest in employee capacity building to improve resilience. The study contributes to the existing literature by providing empirical evidence on the link between e-administration and organisational resilience in a developing-economy context.

INTRODUCTION

The development of information and communication technologies (ICTs) has brought about tremendous changes in the way organisational activities are conducted across various parts of the world. The other most prominent change is that of electronic administration (e-administration) where digital technologies are used to plan, coordinate, control and perform administrative processes in organisations. E-administration describes the actions of electronic record management, automated processes, electronic communication, online reporting, and integration of information systems in order to improve its efficiency and effectiveness (Heeks, 2006; Laudon & Laudon, 2019). E-administration has developed to be not a choice of managers but a strategic requirement of contemporary organisations, especially in those ones that belong to the knowledge- and technology-driven industries.

Telecommunications industry stands out of this discussion of digital transformation in a special way. Telecommunications companies require ICT-oriented systems both in the technical operations and administration of the organization at large, since it is one of the industries that offer the infrastructure upon which the information exchange and digital connectivity are performed. Management of this sector needs to be fast in

terms of information flow, time-sensitive coordination, proper data management, and smooth communication among geographically separated units. Therefore, telecommunication companies are increasingly embracing e-administration practices in order to address the speed of decisions, delays in bureaucracy, service delivery positively, and organisational sustainability (Adebayo & Ayanwale, 2018).

The concept of organisational resilience has become a pressing concept in management and organisational studies in the last few years. Organisational resilience can be described as the capability of an organisation to foresee disruptions, absorb, adapt, and swiftly recover during emergencies despite having the core operations (Lengnick-Hall *et al.*, 2011). Resilience has been especially pertinent in unpredictable and unsteady environments where organisations are subjected to incessant economic, environmental, technological as well as socio-political pressures. In the case of service-oriented industries like telecommunications, resiliency is crucial since disruption of services may have widespread economic, governmental, security, and social effects.

Telecommunication companies in Nigeria are in an environment that is infrastructurally underdeveloped, power supply is not stable, they are faced with regulatory pressures, security concerns, and technological changes

¹ Department of Office and Information Management, Niger Delta University, Wilberforce Island, Bayelsa State, Nigeria

* Corresponding author's e-mail: Odotarelove@ndu.edu.ng

are fast (Adeleke, 2020). These issues are even more severe in the Niger Delta area, including the Bayelsa State, where the environmental vulnerability, the problematic terrain, and socio-economic tensions create an additional layer of operational risk. Bayelsa State is also likely to be affected by flooding, erosion and unfavorable weather patterns that often interfere with physical infrastructure and business activities. The ability of telecommunication companies to sustain themselves during disruptions and regain their operations promptly after such disruptions is critical in such a scenario.

E-administration practices are a popularly considered organisational resilience enablers. Electronic record-keeping lowers the chances of information loss in case of physical disturbances, cloud computing enables the quick access to essential data, and e-communication platforms enables an immediate coordination in case of an emergency (Boin & van Eeten, 2013). Continuity planning is also facilitated by automated systems of administration where key procedures like billing, customer complaints management, inventory monitoring and internal reporting can go on even when physical offices are unreachable. By the processes, e-administration improves operational flexibility and adaptability aspect, which are the fundamental elements of organisational resilience.

It has empirically been demonstrated in Nigeria that administrative practices that are analogous to the application of ICT enhance organisational performance, transparency, and responsiveness (Oni & Ayo, 2016; Eze *et al.*, 2021). A considerable part of the literature available, however, is dedicated to e-governance within the public or the overall ICT adoption within the private organisations with little consideration to the specific relationship between e-administration and organisational resilience. The research of telecommunications industry usually focuses on service quality, network development, customer satisfaction, but the administration resilience is an underexplored issue.

In Bayelsa State telecommunication companies, including MTN, Airtel, Globacom, and 9Mobile, have regional offices, service centres, and field units which need to liaise activities in the urban and semi-rural regions. A coordination of such dispersed operations necessitates effective administrative systems that can facilitate real time communication, remote monitoring as well as swift decision making. Although e-administration is a strategically important institution, it is evident that e-administration is yet to be adopted by several firms, with many still operating hybrid systems that make the use of digital tools alongside manual administrative processes, which could curtail their ability to withstand a disruption period (Okafor & Onyekachi, 2019).

Moreover, technological infrastructure is not the only contributor to organisational resilience in telecommunication companies but it also depends on the capacity of managers, the ICT skills of employees, organisational culture, and the leadership dedication

to digital transformation. It is difficult to envision that the benefits of resilience may not be reaped by the firms without a clear understanding of how these factors interact with e-administration practices. This highlights the necessity of a context-related analysis of e-administration practice and role in the organisational resilience in telecommunication corporations in Bayelsa State.

It is against this background that this paper attempts to analyse the correlation between e-administration practices and organisational resilience in Bayelsa telecommunication companies. The study will advance the current research on the topic of digital administration and organisational sustainability through firm-level administrative processes and resilience outcomes in developing and high-risk contexts.

Statement of the Problem

The telecommunication companies in Bayelsa State have been experiencing interruptions due to environmental hazards, inadequacies in infrastructures, power failures and the socio-economic issues. Such interruptions are a great challenge to the continuity of operations, service quality and the existence of organisations. Although telecommunications play an important role in economic growth, emergency response and social integration, service interruptions are still frequent and are of concern to the resiliency of companies in the state.

Despite the rampant promotion of e-administration practices as efficiency and adaptive enhancers, little empirical information exists regarding the purpose and effectiveness of the practices in promoting organisational resilience in the telecommunication companies in Bayelsa State. Most companies have embraced digital technologies like e-record systems, web-based communication systems, and automated reporting systems, but it is not known whether these technologies are consciously incorporated into the continuity, adaptation, and recovery plans during crisis or are just applied as an administrative convenience. In Nigeria, the existing research has predominantly focused on the performance or efficiency side of e-administration and ICT adoption and did not review resilience outcomes like crisis response capacity, recovery time, and adaptive learning (Oni & Ayo, 2016; Adeleke, 2020). Likewise, the organisational resilience research has commonly been centred around manufacturing companies, government organisations or multinational companies and this has left a research gap on the sector specific research on telecommunication, especially at the sub-national level. The gap is more pronounced in the case of Bayelsa State, where contextual aspects can be a determining factor on the success of e-administration practices.

The lack of empirical data of the connection between e-administration practices and organisational resilience poses organising test to managers of telecommunication firms. The management decisions about ICT investments can be inefficient or unrelated to organisational

needs without clear insights into which of the digital administrative practices makes it more resilient. Such ambiguity can result in the under-investment in key systems, excessive dependence on manual procedures or the inability to build overall resilience plans.

The absence of context-specific studies in terms of policy means that regulators and stakeholders can not formulate interventions that can facilitate resilient telecommunications services in Bayelsa State. The infrastructure of telecommunications is critical to governance, security, disaster response, and economic activity, and organisational resilience weaknesses may have far-reaching impacts on the broader society. Knowledge on how e-administration contributes to resilience is thus essential to policy formulation and development of the sector based on evidence.

The academic issue is that there is a lack of incorporation of e-administration and organisational resilience theories in the telecommunications environment. Empirical research on the relationship between administrative digitisation and organisational structures, human capacity, and environmental conditions is necessary in order to generate resilience outcomes. The proposed research will not only bridge a major gap in the literature, but also given viable information on how the sustainability and reliability of telecommunication companies in the Bayelsa State can be improved.

Aim and Objectives

The main objective of this is to examine the The main objective of this study is to examine the relationship between e-administration practices and organisational resilience in telecommunication firms in Bayelsa State. The specific objectives of the study are to:

1. Examine the effect of electronic record management on organisational resilience in telecommunication firms in Bayelsa State;
2. Assess the influence of electronic communication systems on organisational resilience in telecommunication firms in Bayelsa State;
3. Determine the effect of automated administrative workflow systems on organisational resilience in telecommunication firms in Bayelsa State.

Research Hypotheses

The following null hypotheses were formulated to guide the study:

- H₀₁: Electronic record management has no significant effect on organisational resilience in telecommunication firms in Bayelsa State.
- H₀₂: Electronic communication systems have no significant influence on organisational resilience in telecommunication firms in Bayelsa State.
- H₀₃: Automated administrative workflow systems have no significant effect on organisational resilience in telecommunication firms in Bayelsa State.

LITERATURE REVIEW

Concept of E-Administration

E-administration is the use of information and communication technologies (ICTs) in administrative and managerial operations of an organisation with the aim of promoting efficiency, coordination, transparency and effectiveness. It does entail the computerisation and automation of the routine administrative tasks including documentation, communication, workflow control, reporting and storage of information. Contrary to general ICT adoption, e-administration pays particular attention to the internal administrative architecture on which decision-making and operational continuity are provided (Heeks, 2006).

E-administration is a facilitating mechanism in organisation environments, which unites people, procedures, and technology. With digital medium, organisations can eliminate reliance in paper-based systems, minimise delays in administration, and enhance information accuracy. On the one hand, e-administration helps to improve responsiveness of the administration and be supportive of strategic goals in service-oriented industries, whose timely coordination and reliable information flow are crucial, like telecommunications.

Nigerian environment has seen the rise of e-administration given the rapidly rising levels of digital penetration, transparency pressure in the regulatory environment, as well as the necessity to overcome uncertainties in infrastructure and the environment. Telecommunication companies, especially, depend on e-administration to coordinate offices geographically spread, organize technical, customer-service divisions, and ensure service continuity in the problematic working conditions like the Bayelsa State.

Dimensions of E-Administration

This paper conceptualises e-administration in terms of three important dimensions, which are electronic record management, electronic communication systems, and automated administrative workflow systems.

Electronic Record Management

Electronic record management can be defined as a process of creating, storing, retrieving and protecting organisational records in electronic forms through computerised systems. Such records might contain personnel files, financial records, and operation reports, customer records and policy records. EMRS are used in place of manual filing and archiving systems, which enhance access, security, and accuracy of information (Asogwa, 2013).

Electronic records are also important to telecommunication companies as they help in promoting efficiency in administrative practices by ensuring that the most important information is easily accessed, information loss is minimized and that a decision made is supported by evidence. In terms of resilience, e-record

management improves the continuity of the organisation since the critical information will not be lost by the floods, office shutdown, or damages to the infrastructure. Cloud storage and digital backups also secure organisational memory and can be recovered fast once a crisis has occurred.

Electronic Communication Systems

Electronic communication systems refer to digital platforms and tools to exchange information across and within organisational units. These are emails, instant messaging applications, intranets, video conferencing applications and collaborative digital applications. These systems also allow real time communication, coordination and feedback between the employees and the management (Daft & Lengel, 1986).

Electronic communication systems are especially important in telecommunication companies that are spread out in the Bayelsa State because of the field operations and frequent mobility. Through these systems, the managers can coordinate responses to network failures, environmental disturbance and customer complaints without having to be where. Good electronic communication will lead to better situational awareness, quicker decision-making, and team problem-solving that leads to organisational resiliency.

Automated Administrative Workflow Systems

Automated administrative workflow systems are computerised tools that automate, standardize administrative processes through automation of task sequences, approvals, reporting and monitoring. This can be an enterprise resource planning (ERP) system, human resource management system, electronic approval system, and internal request ticketing system (Laudon & Laudon, 2019).

Automation minimizes the human factor, eradicates the process bottlenecks, and provides uniformity in administrative processes. Automated workflows are more resilient, in the sense that they enhance adaptive capacity, in that organisations can restructure their processes promptly to match evolving circumstances. They also help in the process of recovery since they allow the administration functions to be quickly restored after they have been disrupted.

Concept of Organisational Resilience

Organisational resilience is defined as the ability of an organisation to absorb its shocks, endure a change and recuperate the negative occurrences without compromising on its functions and performance (Lengnick-Hall *et al.*, 2011). Resilience is not just about surviving, but learning and being able to come out stronger because of crisis. The organisational resilience in telecommunications industry is essential since the disruption in services not only has impacts on the performance of the firms but also on social processes like emergency communication, business, and governance.

In Bayelsa State, the telecommunication companies are exposed to various risks such as environmental risks, infrastructural failures, power outages, and socio-political conflicts, hence resilience is a strategic need.

The Resource-Based View (RBV) Theory

My theoretical background of this paper is based on the Resource-Based View (RBV) of the firm. The concept of the RBV theory, as popularised by Barney (1991), is that organisations can attain sustainable competitive advantage as well as high performance through acquiring and effectively exploiting valuable, rare, inimitable and non-substitutable (VRIN) resources. These resources can be tangible (like physical resources) or intangible (like knowledge, capabilities and organisational systems).

It is not just the fact that firms have resources and that it is valuable according to RBV, but rather how the firm has the capability to mobilize them in a strategic manner to counter challenges in the environment. Digital capabilities and information systems are becoming increasingly accepted as key intangible resources that influence organisational performance in today organisations.

In the RBV model, the e-administration practices are considered as strategic organisational resources and capabilities. Electronic record management systems, electronic communication channels and automated workflows are units of integrated administrative functions, which improve information processing, coordination and decision-making. Such capabilities are useful as they enhance efficiency and decrease susceptibility to disruptions; are comparatively scarce in settings in which manual operations continue to prevail and are hard to replicate since they are company-specific, require learning, and consist of routines.

Telecommunicating companies that effectively develop and implement e-administration practices are better placed at the response to crisis, adjustment to environmental unpredictability and response to operational jolts. The RBV thus offers a theoretical basis of why e-administration gap among firms can result in organisational resilience difference.

Within the RBV, organisational resilience may be conceptualised as the result of the efficient utilisation of strategic resources in the uncertain environment. Companies that have good digital administrative abilities can mobilise information fast, organize reaction effectively, and re-organise operations in response to disruption. The abilities promote continuity, adjustment, and healing, which are fundamental elements of resilience. With physical systems being a perennial problem in Bayelsa State due to the constant environmental and infrastructural challenges, e-administration practices may help telecommunication companies to avoid reliance on the physical systems and use digital platforms to ensure administrative continuity. According to an RBV point of view, resilience is not a product of external circumstances but rather a product of internally generated capabilities that enable the firms to deal with these circumstances

positively.

The Resource-Based View is especially applicable to this study due to a number of reasons. First, it focuses on internal organisational capacities but not the external factors, which is consistent with the focus of the study on e-administration practices in firms. Second, RBV offers a sound model of explaining the disparity in performances across firms that may be operating in a similar environment like telecom firms in Bayelsa State. Third, it helps in the argument that e-administration investment is not just a technological upgrade, but a strategic move that increases organisational resilience.

This study is relevant to the fields of theory presentation because it bases itself on the RBV by making the theory more applicable to the context of research, i.e. the relationship between e-administration and organisational resilience within the context of a developing economy. It can also be used to empirically test the hypothesis of whether the e-administration practices could be used as strategic resources that enhance resilience in telecommunication companies.

Empirical Studies

A number of empirical studies have explored the contribution of electronic administration, ICT based practices and digital systems to improving organisational performance in terms of efficiency, performance, adaptiveness and resilience. These, however, differ greatly in terms of the focus, scope and context of these studies. Oni and Ayo (2016) examined how the use of electronic administrative systems impacted organisational efficiency in sampled firms in the South-West of Nigeria that provided private services. Through a survey research design and regression analysis, the study concluded that electronic documentation and digital communication was significant in enhancing the efficiency of administration and minimizing the delay in operations. The authors came to the conclusion that administrative systems based on ICT promote coordination and decision-making. Nevertheless, the research was mainly efficient results-oriented and did not discuss the organisational resilience aspects like continuity or ability to recover.

In a study undertaken by Asogwa (2013), the researcher explored the management of electronic records and the effectiveness of organisations in terms of their performance and strategic goals in Nigeria, both in the public and government, and in the private sector. The research was descriptive in nature and was conducted as a survey with a data analysis conducted in terms of mean scores and correlation analysis. The results showed that the management of electronic records had a positive impact on the accessibility of information, data security and transparency of organisations. Despite the emphasis on the advantages of digital record systems, the study did not provide the connections between electronic record management and the outcomes of resilience and did not concentrate on the telecommunications industry.

Adebayo and Ayanwale (2018) examined how ICT

and organisational performance are adopted in the telecommunication companies within Lagos State. The study, based on a cross-sectional survey and multiple regression analysis, established that ICT adoption has significant positive relationship with organisational performance indicators (quality and responsiveness of services). Although the study was sector specific, it considered ICT adoption holistically, and it failed to isolate practice of e-administrations and explore the extent to which such practices help organisations remain resilient especially in high risk environment.

Lengnick-Hall, Beck, and Lengnick-Hall (2011) undertook an empirical investigation of the organisational resilience and strategic human resource activities among service-oriented organisations. The researchers used structural equation modelling and discovered that information sharing systems, as well as flexible organisational processes were very beneficial in increasing adaptive and recovery capacities. Despite the good theoretical and empirical contribution to the resilience aspect, the research focused on a developed economy and failed to directly look at the e-administration practice or telecommunication companies in Nigeria.

Okafor and Onyekachi (2019) investigated communication systems and organisational adaptability that are ICT-enabled in the case of the Niger Delta region in the selection of the firms. The research based on the survey design and Pearson correlation analysis showed that electronic communication platforms had a strong positive impact on the adaptability and organisational response to the environmental uncertainty. Nevertheless, the study failed to break down ICT practices into administrative dimensions and the aspects of resilience were not treated as a composite construct, which includes continuity, adaptability, and recovery.

Eze, Chinedu, and Bello (2021) examined the digital workflow automation and organisational efficiency of service organisations in Nigeria. The research took a descriptive survey format and a regression analysis was done to test hypotheses. Results indicated that automated administrative processes provided a high level of efficiency in the processes and minimized areas of operational congestion. Although these findings have been drawn, the study concentrated on effectiveness as opposed to resilience and failed to put into consideration the special operational problems of the telecommunication companies operating in environmentally hazardous states like Bayelsa.

Gap in the Literature

Based on the empirical studies reviewed, there are a number of gaps. First, the majority of existing literature has explored the adoption of ICT and e-administration mainly with respect to the organisational efficiency, effectiveness or performance but little has been done on the outcome of organisational resilience (continuity capacity, adaptive capacity, recovery capacity). Second, the literature covering the topic of organisational resilience

have been based mostly on the developed economies or beyond the telecommunications industry and so their applicability to the context of telecommunication firms in Nigeria is limited.

Third, little empirical research has broken the sub-dimensions of e-administration into electronic record management, electronic communication system and automated administrative workflow, and it is challenging to ascertain each of the dimensions in isolation of the other in terms of their contributions to organisational resilience. Fourth, the lack of empirical research based on the firms at the firm level with emphasis on the telecommunication firms in Bayelsa State is evident, even though the state is vulnerable to environmental and infrastructural shocks, which increase the significance of resilience.

This means there is an immense empirical gap in terms of the relationship between the e-administration practice and organisational resilience in telecommunication firms in Bayelsa State. The proposed study attempts to close this gap by empirically investigating the effect of particular dimensions of e-administration on organisational resilience, which will contribute to the context-specific evidence to the literature and also give practical implications to managers and policymakers.

MATERIALS AND METHODS

The research design used in the study was a cross-sectional survey research design to test the existence of the relationship between practices of e-administration and organisational resilience among telecommunication companies in Bayelsa State. The sample of the study included the employees of the chosen telecommunication companies which work in the state which are MTN, Airtel, Globacom and 9Mobile. The study sample size was made up of 84 employees identified through stratified

sampling technique. The main tool of data collection was a structured questionnaire, which was created in order to gather data on the three dimensions related to the e-administration (electronic record management, electronic communication systems, and automated administrative workflow systems) and the organisational resilience (continuity, adaptive, and recovery capacities). The questions in the questionnaires were scaled using a five-point Likert scale with measurement of Strongly Disagree to Strongly Agree. Expert review ensured content and face validity of the instrument whereas Cronbach alpha coefficient was used to establish reliability. Analysis of data was done by applying both descriptive and inferential statistics. Frequencies, percentages, mean scores, and standard deviations were descriptive statistics that were used to summarise the demographic characteristics and important variables of the study in respondents. Pearson Product Moment Correlation was used as an inferential test to reject or accept the hypotheses developed at a level of 0.05. The regression model was a study of the influence of electronic record management, electronic communication systems, and automated administrative workflow systems on organisational resilience. The Statistical Package of Social Sciences (SPSS) was used to conduct statistical analyses and present the results in tables, and interpret them according to the study objectives and hypotheses.

RESULTS AND DISCUSSIONS

Data collected was coded, input, and analysed using Pearson Product Moment Correlation to test the hypotheses. Each hypothesis was tested at a 0.01 significance level to establish statistical relevance, enabling a clear interpretation of the correlation between the variables under study.

Table 1 presents the Pearson correlation analysis between

Table 1: Correlational result between electronic record management and organisational resilience in telecommunication firms in Bayelsa State

Correlations			
		Electronic Record Management	Organisational Resilience
Electronic Record Management	Pearson Correlation	1	.584**
	Sig. (2-tailed)		.000
	N	84	84
Organisational Resilience	Pearson Correlation	.584**	1
	Sig. (2-tailed)	.000	
	N	84	84
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS Output, 2025.

electronic record management and organisational resilience in telecommunication firms in Bayelsa State. The result shows a positive and moderately strong

correlation between electronic record management and organisational resilience, with a correlation coefficient of $r = 0.584$. This indicates that improvements in

electronic record management practices are associated with corresponding increases in organisational resilience among telecommunication firms in the study area. This result is consistent with the findings of Asogwa (2013), who reported that electronic record management significantly improves organisational effectiveness by ensuring information accessibility, security, and reliability. Although Asogwa's study focused on effectiveness rather

than resilience, the improved information management outcomes identified are closely related to resilience attributes such as continuity and recovery. Similarly, the finding supports Oni and Ayo (2016), whose study revealed that electronic documentation systems enhance administrative efficiency and decision-making speed in Nigerian organisations, thereby enabling organisations to respond more effectively to operational challenges.

Table 2: Correlational outcome between electronic communication systems and organisational resilience in telecommunication firms in Bayelsa State.

Correlations			
		Electronic Communication Systems	Organisational Resilience
Electronic Communication Systems	Pearson Correlation	1	.690**
	Sig. (2-tailed)		.000
	N	84	84
Organisational Resilience	Pearson Correlation	.690**	1
	Sig. (2-tailed)	.000	
	N	84	84

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

Source: SPSS Output, 2025.

Table 2 shows the Pearson correlation analysis between electronic communication systems and organisational resilience in telecommunication firms in Bayelsa State. The result reveals a strong and positive correlation between electronic communication systems and organisational resilience, with a correlation coefficient of $r = 0.690$. This indicates that effective use of electronic communication systems is strongly associated with higher levels of organisational resilience among the telecommunication firms studied. This finding is consistent with the study by Okafor and Onyekachi (2019), who found that ICT-enabled communication systems significantly

enhance organisational adaptability and responsiveness in firms operating in the Niger Delta region. Their study emphasised that rapid information exchange and effective communication channels improve an organisation's ability to adjust to environmental changes, which aligns with the strong relationship observed in the present study. Similarly, the result supports Lengnick-Hall, Beck, and Lengnick-Hall (2011), who reported that robust information-sharing systems play a critical role in strengthening adaptive and recovery capacities in service-oriented organisations. Table 3 presents the Pearson correlation analysis between automated

Table 3: Correlational outcome between automated administrative workflow systems and organisational resilience in telecommunication firms in Bayelsa State.

Correlations			
		Automated Administrative Workflow Systems	Organisational Resilience
Automated Administrative Workflow Systems	Pearson Correlation	1	.441**
	Sig. (2-tailed)		.000
	N	84	84
Organisational Resilience	Pearson Correlation	.441**	1
	Sig. (2-tailed)	.000	
	N	84	84

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

Source: SPSS Output, 2025..

administrative workflow systems and organisational resilience in telecommunication firms in Bayelsa State. The result indicates a positive and moderate correlation between automated administrative workflow systems and organisational resilience, with a correlation coefficient of $r = 0.441$. This suggests that the adoption and effective use of automated administrative workflows are associated with improvements in organisational resilience among the telecommunication firms studied. This finding supports the study by Eze, Chinedu, and Bello (2021), who found that digital workflow automation significantly improves organisational effectiveness and reduces operational bottlenecks in Nigerian service organisations. Although their study focused on effectiveness rather than resilience, the improvements in process stability and efficiency identified are closely related to resilience outcomes, particularly recovery capacity. Similarly, the result aligns with Oni and Ayo (2016), who reported that automated administrative processes enhance coordination and reduce human error, thereby supporting organisational stability.

CONCLUSION

This study examined the relationship between e-administration practices and organisational resilience in telecommunication companies in Bayelsa State, focusing on electronic record management, electronic communication systems, and automated administrative workflow systems. Correlation results revealed that all three dimensions of e-administration have positive and significant relationships with organisational resilience. Electronic record management showed a moderate positive relationship, emphasizing the importance of secure, accessible, and reliable digital records in ensuring business continuity. Electronic communication systems recorded the strongest relationship, highlighting the critical role of timely information sharing, coordination, and real-time communication in enhancing adaptive capacity during disruptions. Automated administrative workflow systems also demonstrated a strong positive relationship, indicating that process automation reduces administrative bottlenecks and supports operational stability and quick recovery. Overall, the findings establish e-administration as a strategic capability that strengthens organisational resilience in a challenging operating environment.

Recommendations

1. Telecommunication companies in Bayelsa State should invest in efficient electronic record management systems, including cloud-based storage and regular data backups, to enhance continuity.
2. Management should prioritize reliable electronic communication platforms and provide staff training to ensure effective coordination during disruptions.
3. In addition, organisations should expand the automation of administrative workflows across departments to reduce delays, minimize errors, and

improve recovery speed.

Contribution To Knowledge

The study extends existing literature by empirically linking e-administration practices to organisational resilience in Nigeria's telecommunications sector. By examining specific e-administration dimensions, it provides practical and scholarly insights into how digital administration enhances resilience.

REFERENCES

- Adebayo, A. A., & Ayanwale, A. B. (2018). Information and communication technology adoption and organisational performance in telecommunication firms in Nigeria. *Journal of Management and Social Sciences*, 7(2), 45–58.
- Adeleke, O. A. (2020). Information technology adoption and service delivery in Nigerian organisations. *African Journal of Business Management*, 14(4), 112–121.
- Asogwa, B. E. (2013). The readiness of universities in managing electronic records: A study of selected universities in Nigeria. *The Electronic Library*, 31(6), 792–807. <https://doi.org/10.1108/EL-04-2012-0037> (Note: DOI may be omitted if not required by your department.)
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
- Boin, A., & van Eeten, M. J. G. (2013). The resilient organisation. *Public Management Review*, 15(3), 429–445.
- Daft, R. L., & Lengel, R. H. (1986). Organisational information requirements, media richness and structural design. *Management Science*, 32(5), 554–571.
- Eze, S. C., Chinedu, A., & Bello, A. O. (2021). Digital workflow automation and organisational effectiveness in Nigerian service organisations. *International Journal of Business and Management Studies*, 13(1), 67–82.
- Heeks, R. (2006). *Implementing and managing e-government: An international text*. London, England: SAGE Publications.
- Laudon, K. C., & Laudon, J. P. (2019). *Management information systems: Managing the digital firm* (15th ed.). Harlow, England: Pearson Education.
- Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing a capacity for organisational resilience through strategic human resource management. *Human Resource Management Review*, 21(3), 243–255.
- Okafor, E. E., & Onyekachi, J. C. (2019). ICT-enabled communication systems and organisational adaptability in the Niger Delta region of Nigeria. *Journal of African Business and Economic Development*, 4(2), 88–102.
- Oni, A. A., & Ayo, C. K. (2016). E-administration and organisational efficiency in Nigerian service organisations. *Journal of Information Technology Management*, 27(2), 1–15.