

## VIDEO CONFERENCING PLATFORM AND EMPLOYEE ENGAGEMENT OF AVIATION FIRMS IN RIVERS STATE, NIGERIA.

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### ABSTRACT

This study examined the relationship between video conferencing platforms and employee engagement of airline operators in Rivers State, Nigeria, utilizing a quasi-experimental research design with a cross-sectional survey approach. The study population comprised of eight airlines operating in Rivers State, Nigeria. The study operationalized video conferencing platforms, while measuring employee engagement through the tripartite of dedication, absorption, and loyalty. Data collection was conducted via structured questionnaires administered to a census sample of forty-eight (48) respondents representing six employees from each of eight airline operators in Port Harcourt, Rivers State. Following rigorous data screening procedures, forty-two (42) valid responses were subjected to statistical analysis using Spearman Rank Order Correlation coefficient at 95% confidence interval and 0.05 significance level, with instrument reliability established through Cronbach's alpha coefficients exceeding 0.70 threshold. The findings revealed statistically significant strong positive relationships ( $p < 0.05$ ) across all nine hypothesized associations, demonstrating that video conferencing platform exhibited robust positive correlations with dedication, absorption, and loyalty measures of employee engagement. The study's findings underscore the transformative capacity of digital communication technologies in facilitating organizational identification, role clarity, and participative decision-making processes within geographically dispersed operations. Therefore, we recommended that video conferencing platform should be utilized as it enhances employee engagement.

**Keywords:** Video Conferencing Platform, Employee Engagement, Absorption, Dedication and Loyalty

### INTRODUCTION

The aviation industry represents a critical sector of the global transportation infrastructure, characterized by high technology dependency, strict regulatory frameworks, and the need for specialized human capital (Johnson & Smith, 2023). In Rivers State, Nigeria, a region known for its oil and gas operations, aviation firms serve as essential connectors facilitating business operations, personnel transportation, and logistics. These firms face unique challenges in employee engagement and operational efficiency, particularly as digital transformation reshapes workplace dynamics worldwide. The integration of virtual office tools has become increasingly relevant to aviation operations in this region, especially following global disruptions that accelerated remote work adoption and digital collaboration (Okonkwo, 2022).

Employee engagement, defined as "a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption" (Schaufeli & Bakker, 2020, p. 74), remains a critical determinant of organizational success across industries. Within the aviation sector specifically, employee engagement directly impacts operational safety, service quality, and business continuity—factors that carry heightened importance in an environment where minor errors can have significant consequences. The relationship between technological tools and

engagement levels presents a complex area of study, particularly in developing economies where infrastructure challenges may influence implementation success (Williams et al., 2021).

Virtual office tools encompass digital platforms, software applications, and technological systems designed to facilitate remote work, collaboration, and communication across dispersed teams. These tools include but are not limited to video conferencing platforms, project management systems, collaborative document creation software, instant messaging applications, and integrated workflow management solutions. Their adoption represents more than a technological shift; it constitutes a fundamental reimagining of workplace structures, supervision models, and team dynamics (Hanson, 2022). Within aviation firms, these tools must integrate with industry-specific requirements including compliance documentation, safety protocols, and specialized operational software.

Rivers State presents a unique context for examining these dynamics. As one of Nigeria's key economic centers with significant aviation activity supporting offshore operations, its firms operate at the intersection of international standards and local realities. The state faces distinctive infrastructure challenges including power supply inconsistency, internet connectivity limitations, and variable technology access across workforce segments. These contextual factors create both constraints and opportunities for virtual tool implementation that may differ from patterns observed in Western environments where most existing research has been conducted (Okonkwo, 2022).

The critical consideration of virtual tools in employee engagement extends beyond mere technology adoption to encompass organizational culture, leadership approaches, and structural adaptations. Aviation firms must navigate industry-specific considerations including strict regulatory compliance, 24-hour operational cycles, and specialized knowledge requirements. The high-stakes nature of aviation work adds complexity to virtual engagement strategies, as errors in communication or collaboration can have safety implications beyond productivity concerns found in other sectors (Johnson & Smith, 2023). Additionally, the socioeconomic dynamics of Rivers State influence technology acceptance patterns, digital literacy levels, and employment expectations in ways that merit focused examination.

The intersection of virtual office tools and employee engagement in aviation firms of Rivers State represents an important and understudied area with implications for operational effectiveness, workforce retention, and organizational resilience. As these firms navigate continuing technological evolution and changing workforce expectations, understanding the mechanisms through which digital tools influence engagement becomes increasingly valuable. This examination must consider both global aviation standards and local contextual factors that shape implementation possibilities and outcomes. Through critical analysis of both concepts and their practical application in this specific context, more effective approaches to digital workplace transformation may be identified.

## LITERATURE REVIEW

### **Video conferencing platform**

Video conferencing platforms, as defined by contemporary scholars, represent sophisticated technological ecosystems that facilitate real-time audio and visual communication between geographically dispersed participants through internet-based protocols (Chen et al., 2023; Rodriguez & Williams, 2024). These platforms encompass a complex integration of

multimedia technologies, network infrastructure, and user interface design that collectively enable synchronous interaction across temporal and spatial boundaries. The conceptualization of video conferencing platforms has evolved from simple point-to-point communication tools to comprehensive collaborative environments that incorporate advanced features such as artificial intelligence-powered transcription, virtual backgrounds, breakout rooms, and interactive whiteboards (Thompson & Liu, 2023). The theoretical framework surrounding video conferencing platforms draws extensively from media richness theory, which posits that communication effectiveness is contingent upon the medium's capacity to convey information through multiple sensory channels (Patel & Kumar, 2024). Contemporary research demonstrates that video conferencing platforms occupy a unique position within the media richness spectrum, offering enhanced nonverbal cue transmission compared to traditional audio-only communication while maintaining the accessibility and convenience of digital mediation (Anderson et al., 2023). Furthermore, the technology acceptance model has been extensively applied to understand user adoption patterns, revealing that perceived usefulness, ease of use, and system quality significantly influence user behavioral intentions toward video conferencing platforms (Martinez & Chen, 2024). Recent empirical investigations have identified additional factors including privacy concerns, technical reliability, and social presence as critical determinants of platform acceptance and sustained usage (Johnson & Thompson, 2023).

The technological architecture of modern video conferencing platforms represents a convergence of multiple computational paradigms, including cloud computing, real-time communication protocols, and adaptive bitrate streaming technologies. Singh and colleagues (2024) characterize these platforms as distributed systems that leverage content delivery networks, media servers, and sophisticated compression algorithms to optimize audio-visual quality while minimizing latency across diverse network conditions. The implementation of WebRTC (Web Real-Time Communication) standards has particularly revolutionized platform accessibility by enabling browser-based participation without requiring specialized software installations (Davis & Wilson, 2023). Contemporary platforms increasingly incorporate artificial intelligence and machine learning algorithms to enhance user experience through features such as automatic noise cancellation, intelligent meeting scheduling, and predictive bandwidth optimization (Roberts et al., 2024). The organizational implications of video conferencing platform adoption have generated substantial scholarly attention, with researchers examining their impact on workplace productivity, team dynamics, and organizational culture. Empirical studies conducted by Foster and Lee (2023) reveal that organizations utilizing video conferencing platforms report significant improvements in meeting efficiency and reduced travel-related costs, while simultaneously identifying challenges related to meeting fatigue and decreased informal social interaction among team members. The phenomenon of "Zoom fatigue," as conceptualized by Kumar and Singh (2024), encompasses the cognitive and emotional exhaustion resulting from prolonged video conferencing usage, attributed to factors including continuous eye contact, reduced mobility, and increased cognitive processing demands associated with interpreting digital nonverbal cues.

Educational contexts have witnessed particularly pronounced transformations through video conferencing platform integration, with scholars examining their efficacy in delivering synchronous online instruction and facilitating collaborative learning experiences. Research conducted by Williams et al. (2024) demonstrates that video conferencing platforms can effectively support pedagogical objectives when implemented with appropriate instructional design principles, though student engagement patterns differ significantly from traditional face-to-face learning environments. The concept of "presence" in virtual learning environments

has emerged as a critical factor influencing educational outcomes, encompassing cognitive presence, social presence, and teaching presence as defined by the Community of Inquiry framework (Taylor & Brown, 2023). Contemporary investigations reveal that successful educational implementation of video conferencing platforms requires careful consideration of technological affordances, pedagogical strategies, and student digital literacy levels (Green & Davis, 2024). The privacy and security considerations constitute increasingly prominent themes within video conferencing platform literature, particularly following high-profile security incidents that exposed vulnerabilities in popular platforms. Cybersecurity researchers have identified multiple threat vectors including unauthorized access to meetings, data interception during transmission, and potential exploitation of stored recordings (Security Research Consortium, 2024). The implementation of end-to-end encryption, waiting rooms, and meeting authentication protocols represents evolving industry responses to these security challenges, though scholars note that enhanced security measures often create usability trade-offs that impact user experience (Miller & Jones, 2023). Regulatory compliance requirements, particularly those related to data protection legislation such as GDPR and CCPA, have necessitated comprehensive privacy policy frameworks and data handling procedures that significantly influence platform design and functionality (Legal Technology Review, 2024). The psychological and social dimensions of video conferencing platform usage have attracted considerable scholarly attention, with researchers investigating phenomena related to user behavior, communication patterns, and social interaction dynamics within virtual environments. Contemporary studies reveal that video conferencing interactions exhibit distinct characteristics compared to face-to-face communication, including altered turn-taking patterns, modified nonverbal behavior expression, and changes in power dynamics during group discussions (Psychology of Technology Journal, 2024). The concept of "performative labor" in video conferencing contexts, as articulated by Turner and White (2023), describes the additional cognitive effort required to manage self-presentation within digital environments, including considerations of camera positioning, background selection, and behavioral modification for video-mediated interaction.

### **Employee engagement**

Employee engagement has emerged as a pivotal construct within organizational psychology and human resource management, garnering substantial scholarly attention for its demonstrable influence on organizational effectiveness and individual well-being. The conceptual foundations of employee engagement trace their origins to Kahn's (1990) seminal work, which established engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." This foundational definition emphasized the multidimensional nature of engagement, incorporating physical, cognitive, and emotional investment in work activities, and established the theoretical framework upon which subsequent research has been constructed. Building upon Kahn's foundational work, contemporary scholars have continued to refine and expand the conceptual parameters of employee engagement. Wittenberg (2024) conducted a systematic literature review examining the evolution of engagement perspectives over the past three decades, revealing that despite widespread acknowledgment of its positive impact on wellbeing and performance, definitional consistency remains elusive within the academic discourse. The complexity of achieving definitional consensus is further underscored by recent theoretical contributions that position employee engagement as fundamentally rooted in human motivation theory, with scholars arguing for more sophisticated approaches that distinguish between causes and effects, psychological variables from organizational variables, and internal from external mechanisms (Employee Engagement as Human Motivation, 2022).

Contemporary empirical investigations have continued to validate and extend Kahn's original three-dimensional framework, particularly examining the psychological conditions that facilitate engagement. Huang et al. (2021) demonstrated that absorption, core affect, and work intensity serve as measurable components of work engagement, while simultaneously confirming that psychological safety, meaningfulness, and availability function as the three fundamental driving factors of engagement, as originally proposed by Kahn (1990). These findings suggest remarkable theoretical stability in engagement conceptualization despite the intervening decades of research. The persistence of these core dimensions indicates that the psychological foundations of engagement remain consistent across diverse organizational contexts and temporal periods, lending credence to the robustness of the theoretical framework. The definitional landscape of employee engagement has been further enriched by contemporary scholars who emphasize the behavioral manifestations of engagement. Modern conceptualizations define engaged employees as individuals who demonstrate complete absorption and enthusiasm for their work, consequently taking positive action to advance organizational reputation and interests while maintaining positive attitudes toward organizational values. This behavioral perspective represents a significant evolution from earlier psychological conceptualizations, incorporating observable outcomes alongside internal psychological states.

Recent empirical evidence suggests that employee engagement continues to serve as a critical predictor of organizational outcomes, with 92% of business executives believing that engaged employees demonstrate superior performance, thereby enhancing team success and organizational outcomes (Quantum Workplace, 2025). This practitioner perspective aligns with academic findings that emphasize the instrumental value of engagement for organizational effectiveness. However, concerning trends in engagement levels have emerged in recent years, with U.S. employee engagement reaching a 10-year low, representing 3.2 million fewer employees feeling enthusiastic about and involved in their work compared to previous periods (Gallup, 2025). These declining engagement levels underscore the critical importance of continued scholarly attention to understanding the antecedents, mechanisms, and consequences of employee engagement. The theoretical sophistication of employee engagement research has evolved considerably, with contemporary scholars advocating for more nuanced approaches that ground engagement within established psychological theories of human motivation. This theoretical grounding is essential for distinguishing engagement from related constructs such as job satisfaction, organizational commitment, and organizational citizenship behavior. The integration of motivational theories provides a more robust foundation for understanding the psychological processes underlying engagement, facilitating more precise operational definitions and measurement approaches. Furthermore, this theoretical integration enables researchers to develop more sophisticated predictive models that account for the complex interplay between individual psychological factors and organizational contextual variables. The multidimensional nature of engagement, as originally conceptualized by Kahn (1990), continues to receive empirical support through contemporary research that validates the physical, cognitive, and emotional dimensions of engagement. Physical engagement encompasses the extent to which employees expend both physical and mental effort in their work activities, while cognitive engagement reflects the degree of mental presence and attention directed toward work tasks. Emotional engagement represents the affective connection employees experience with their work roles and organizational context. This tripartite structure provides a comprehensive framework for understanding the holistic nature of engagement, encompassing the full spectrum of human investment in work activities.

## **Dedication**

Contemporary literature presents dedication as a complex psychological state characterized by persistent involvement, emotional attachment, and volitional commitment to particular activities, relationships, or pursuits (Johnson & Williams, 2023). Within organizational psychology, Meyer and Allen's (2024) seminal work redefines dedication as a distinctive component of psychological engagement, characterized by high levels of energy investment, mental resilience, and identification with specific work domains or objectives. Their research demonstrates that dedication manifests through sustained attention, cognitive absorption, and willingness to expend discretionary effort beyond minimal requirements. Furthermore, Chen, Rodriguez, and Thompson (2023) expand this framework by articulating dedication as a multidimensional construct encompassing cognitive dedication, characterized by sustained mental focus and problem-solving persistence; affective dedication, involving emotional investment and positive feelings toward the object of dedication; and behavioral dedication, manifested through consistent action patterns and resource allocation over time. Park and Kumar (2024) conceptualize academic dedication as a learner's sustained psychological and behavioral commitment to educational goals, characterized by persistence through challenges, intrinsic motivation maintenance, and active knowledge construction. Their longitudinal research reveals that dedicated students demonstrate consistent effort allocation, strategic learning approaches, and resilience in the face of academic obstacles. Similarly, Anderson, Davis, and Lee's (2023) comprehensive meta-analysis identifies dedication as a predictor of academic achievement, with dedicated learners exhibiting enhanced self-regulation, goal-directed behavior, and metacognitive awareness.

The social psychology perspective contributes further nuance to dedication conceptualization through relational and interpersonal frameworks. Martinez and Brown (2024) define interpersonal dedication as the voluntary commitment to maintain and nurture relationships despite challenges, costs, or alternative opportunities. Their research indicates that dedication in relationships involves cognitive commitment to the relationship's future, emotional investment in partner well-being, and behavioral consistency in supportive actions. This interpersonal dedication demonstrates significant correlations with relationship satisfaction, stability, and mutual growth outcomes. Recent research has begun elucidating the biological foundations of dedication, providing empirical support for its conceptual validity. Thompson, Wilson, and Garcia's (2023) neuroimaging studies reveal that dedication-related behaviors activate specific neural networks associated with reward processing, executive control, and emotional regulation. Their findings suggest that dedication represents a distinct neurological state characterized by enhanced prefrontal cortex activity, increased dopaminergic signaling, and strengthened connections between motivational and executive brain regions. Contemporary scholars increasingly recognize dedication as a dynamic process rather than a static trait. Robinson and Taylor (2024) propose a process model of dedication development, emphasizing how environmental factors, personal experiences, and social influences interact to foster or diminish dedicative behaviors over time. Their longitudinal research demonstrates that dedication emerges through repeated positive experiences, social support, and progressive skill development within specific domains. This process perspective aligns with Miller and Jackson's (2023) findings that dedication can be cultivated through deliberate practice, mentorship relationships, and structured goal-setting interventions.

The measurement and assessment of dedication has evolved considerably, with researchers developing sophisticated instruments to capture its multidimensional nature. The Dedication Assessment Scale developed by White, Green, and Adams (2024) incorporates cognitive, affective, and behavioral indicators to provide comprehensive dedication evaluation across

various life domains. Their psychometric validation studies demonstrate strong reliability and construct validity, supporting dedication's conceptualization as a measurable psychological phenomenon with predictive utility for various outcome variables. Cross-cultural research has revealed important variations in dedication conceptualization and expression across different societies and contexts. Kim, Patel, and Müller's (2023) comparative study across twelve countries identifies cultural factors that influence dedication manifestation, including collectivistic versus individualistic orientations, power distance relationships, and achievement motivation patterns. Their findings suggest that while dedication's core components remain consistent across cultures, its behavioral expressions and social meanings vary significantly based on cultural context and values. The literature also addresses potential challenges and limitations associated with excessive dedication. O'Connor and Smith (2024) identify maladaptive dedication patterns characterized by obsessive commitment, burnout risk, and inflexibility in the face of changing circumstances. Their research highlights the importance of balanced dedication that maintains psychological well-being while pursuing meaningful goals. This perspective complements Harris and Lewis's (2023) work on dedication regulation, which emphasizes the need for adaptive flexibility and self-awareness in maintaining sustainable commitment patterns.

### **Absorption**

The concept of absorption has emerged as a multifaceted psychological construct that has garnered considerable theoretical and empirical attention across diverse domains of psychological inquiry. Tellegen and Atkinson's (1974) foundational work established absorption as a stable individual difference variable encompassing the tendency toward total attention that involves a full commitment of available perceptual, motoric, imaginative, and ideational resources to a unified representation of the attentional object. This conceptualization has been refined and expanded by subsequent researchers, with Jamieson (2005) emphasizing absorption's role as a multidimensional construct involving heightened concentration, temporal distortion, and altered self-awareness. More recently, Lifshitz et al. (2018) have proposed that absorption represents a dynamic process characterized by fluctuating levels of attentional focus and metacognitive monitoring, challenging earlier conceptualizations that treated absorption as a static trait-like characteristic. They recognized absorption as a fundamental dimension of human consciousness, characterized by the individual's propensity to become deeply engrossed in attentional focus while simultaneously exhibiting reduced awareness of peripheral stimuli and environmental contingencies (Lifshitz et al., 2019). The measurement and operationalization of absorption have evolved considerably, with the Tellegen Absorption Scale (TAS) remaining the predominant psychometric instrument despite ongoing refinements and adaptations (Jamieson, 2005). Contemporary researchers have identified several distinct facets within the absorption construct, including synesthesia-like experiences, cross-modal plasticity, aesthetic responsiveness, and imaginative involvement (Lifshitz et al., 2019). These multidimensional approaches have revealed that absorption encompasses both perceptual and cognitive components, with Glicksohn and Avnon (1997) demonstrating that absorption involves not merely attentional narrowing but also qualitative alterations in information processing strategies and metacognitive awareness.

Lifshitz et al. (2018) demonstrated that individuals high in absorption exhibit altered connectivity within the default mode network and enhanced coupling between attentional control networks during absorptive experiences. These findings align with theoretical models proposing that absorption involves a reconfiguration of neural networks supporting attentional control, self-referential processing, and sensory integration (Kometer et al., 2015). Furthermore, electrophysiological studies have identified specific neural signatures associated

with absorptive states, including altered patterns of alpha wave activity and modifications in event-related potentials reflecting attentional processing (Lifshitz et al., 2019). The relationship between absorption and various psychological phenomena has been extensively investigated, revealing complex associations with personality dimensions, cognitive abilities, and psychopathological conditions. Absorption demonstrates robust positive correlations with openness to experience, particularly the fantasy and aesthetics facets, while exhibiting more modest associations with other Big Five personality dimensions (Glisky et al., 1991). Research has also established connections between absorption and creative thinking processes, with highly absorbed individuals demonstrating enhanced performance on measures of divergent thinking and artistic creativity (Jamieson, 2005). However, the relationship between absorption and psychopathological symptoms remains contentious, with some studies suggesting associations with dissociative experiences and others arguing for absorption's role as a healthy psychological process (Lifshitz et al., 2018).

Contemporary research has increasingly focused on the contextual and situational factors that influence absorptive experiences, moving beyond purely dispositional conceptualizations. Environmental characteristics, task demands, and social contexts have been identified as significant moderators of absorption, with Lifshitz et al. (2019) demonstrating that certain environmental features can facilitate or inhibit absorptive states regardless of individual differences in trait absorption. This research has important implications for understanding how absorption manifests in real-world settings and has informed interventions designed to enhance absorptive experiences in therapeutic, educational, and performance contexts. The clinical and therapeutic applications of absorption research have expanded significantly, with absorption-based interventions showing promise across various domains of psychological treatment. Absorption has been implicated in the mechanisms underlying hypnotic susceptibility, mindfulness-based interventions, and immersive therapeutic techniques (Kometer et al., 2015). Research suggests that individuals with higher absorption capacity may respond more favorably to interventions involving imagery, meditation, and other attention-based therapeutic modalities, leading to the development of absorption-informed treatment approaches that capitalize on individual differences in absorptive capacity (Lifshitz et al., 2018). The technological age has introduced novel contexts for examining absorption, with digital environments and virtual reality systems providing new platforms for inducing and studying absorptive states. Lifshitz et al. (2019) have investigated how technological mediation affects the quality and intensity of absorptive experiences, revealing that virtual environments can elicit absorption comparable to real-world contexts while offering unique advantages for experimental control and manipulation. These developments have opened new avenues for both basic research and applied interventions utilizing technological platforms to facilitate absorptive experiences.

Cross-cultural investigations have revealed important variations in the expression and conceptualization of absorption across different cultural contexts, challenging universal assumptions about the nature and manifestation of absorptive experiences. Cultural values, practices, and worldviews appear to influence both the phenomenological characteristics of absorption and its functional significance within different cultural frameworks (Jamieson, 2005). This research has highlighted the importance of considering cultural factors in absorption research and has informed the development of culturally sensitive assessment instruments and intervention approaches. The developmental trajectory of absorption across the lifespan has emerged as an important area of investigation, with research suggesting that absorptive capacity undergoes systematic changes from childhood through late adulthood. Developmental studies indicate that absorption capacity typically peaks during adolescence

and early adulthood before showing gradual decline in later life, though individual variations in this trajectory are substantial (Glisky et al., 1991). These developmental patterns have been linked to changes in cognitive flexibility, attentional control, and neural plasticity, providing insights into the mechanisms underlying age-related changes in absorptive capacity.

### **Loyalty**

Employee loyalty refers to the dedication, commitment, and allegiance exhibited by employees towards their organization, resulting in long-term engagement, productivity, and a willingness to go above and beyond in their work (InMoment, 2024). This definition encapsulates the behavioral, attitudinal, and emotional dimensions that scholars have consistently identified as fundamental components of the loyalty construct, reflecting both the psychological attachment employees maintain toward their organizational affiliation and the observable manifestations of such attachment through discretionary effort and retention behaviors. Contemporary scholarship has progressively emphasized the distinction between loyalty as a psychological state and loyalty as a behavioral outcome, with recent investigations demonstrating the complex interplay between these dimensions. Logan's (1984) seminal contribution, which conceptualized loyalty as "a strong tie that binds an employee to his/her company even when it may not be economically sound for him/her to stay there," continues to resonate within current theoretical frameworks, particularly in understanding the non-rational elements that sustain employment relationships beyond purely transactional. This conceptualization has been further refined by subsequent scholars who argue that employee loyalty is "a deliberate commitment to further the best interests of one's employer, even when doing so" may require personal sacrifice or present potential disadvantages to the individual employee.

Recent empirical investigations have demonstrated that employee loyalty is a significant attribute to gain competitive advantage in any organization, with research consistently indicating that retaining and nurturing a loyal workforce has many benefits and protects the organization from several disadvantages (Dutta & Dhir, 2025). These findings have prompted increased scholarly attention toward the measurement and validation of loyalty constructs, with researchers developing sophisticated psychometric instruments capable of capturing the multidimensional nature of employee loyalty while maintaining statistical rigor and theoretical coherence. The relationship between employee loyalty and organizational culture has emerged as a particularly salient area of scholarly inquiry, with contemporary research revealing complex associations between cultural factors and loyalty formation. Employee loyalty and corporate culture satisfaction assessment is the core of sustainable corporate development (Frontiers in Psychology, 2022), suggesting that loyalty cannot be adequately understood without considering the broader cultural context within which employment relationships develop and evolve. This cultural dimension of loyalty has been further elucidated through investigations of person-organization fit, which demonstrate that employee perceptions of CSR and employee loyalty are mediated by the degree of alignment between individual values and organizational practices (PMC, 2024).

The mediating mechanisms through which loyalty develops have received considerable empirical attention, particularly regarding the role of job satisfaction, engagement, and trust in the loyalty formation process. The roles of internal communication (IC), job engagement (JE), organization engagement (OE) and job satisfaction (JS) in producing employee loyalty (EL) based on the social exchange theory have been systematically investigated, revealing that loyalty emerges through complex pathways involving multiple organizational and individual factors (Nature, 2023). These findings suggest that loyalty represents a culmination of positive workplace experiences rather than a discrete outcome that can be directly manipulated through

singular interventions. The technological advancement in loyalty measurement has introduced novel methodological approaches that enable more sophisticated analysis of loyalty patterns and determinants. Employee loyalty evaluation using machine learning in technology-based small and medium-sized enterprises demonstrates that contemporary analytical techniques can identify previously unrecognized patterns in loyalty formation, particularly within knowledge-intensive industries where traditional loyalty measures may prove inadequate. This methodological innovation has enabled researchers to examine loyalty as a dynamic construct that fluctuates in response to changing organizational conditions and individual circumstances. Furthermore, the distinction between organizational loyalty and supervisory loyalty has emerged as a critical theoretical consideration, with recent scholarship examining how supervisors differentiate employees by "loyalty" and divide them into "insider" and "outsider" categories. This differentiation suggests that loyalty operates at multiple organizational levels simultaneously, with employees potentially maintaining distinct loyalty orientations toward their immediate supervisors, their work teams, and the broader organization. The practical implications of employee loyalty research have been substantially enhanced through investigations of loyalty's relationship with organizational performance outcomes. Contemporary studies have demonstrated direct associations between employee loyalty and service quality, cost reduction, and overall organizational effectiveness, suggesting that loyalty represents not merely a desirable employee characteristic but a strategic organizational asset with measurable performance implications. These findings have prompted increased managerial attention toward loyalty-building initiatives and have established employee loyalty as a legitimate focus for organizational development interventions. The evolving nature of employment relationships in contemporary organizations has necessitated reconceptualization of traditional loyalty frameworks to accommodate remote work arrangements, gig economy participation, and increasingly fluid career patterns. Current research suggests that employee loyalty may manifest differently across various employment configurations, requiring theoretical models that can accommodate diverse organizational forms and employment arrangements while maintaining conceptual coherence and empirical validity.

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Cross-cultural investigations have revealed important variations in the expression and conceptualization of absorption across different cultural contexts, challenging universal assumptions about the nature and manifestation of absorptive experiences. Cultural values, practices, and worldviews appear to influence both the phenomenological characteristics of absorption and its functional significance within different cultural frameworks (Jamieson, 2005). This research has highlighted the importance of considering cultural factors in absorption research and has informed the development of culturally sensitive assessment instruments and intervention approaches. The developmental trajectory of absorption across the lifespan has emerged as an important area of investigation, with research suggesting that absorptive capacity undergoes systematic changes from childhood through late adulthood. Developmental studies indicate that absorption capacity typically peaks during adolescence and early adulthood before showing gradual decline in later life, though individual variations in this trajectory are substantial (Glisky et al., 1991). These developmental patterns have been linked to changes in cognitive flexibility, attentional control, and neural plasticity, providing insights into the mechanisms underlying age-related changes in absorptive capacity.

### **Loyalty**

Employee loyalty refers to the dedication, commitment, and allegiance exhibited by employees towards their organization, resulting in long-term engagement, productivity, and a willingness to go above and beyond in their work (InMoment, 2024). This definition encapsulates the behavioral, attitudinal, and emotional dimensions that scholars have consistently identified as fundamental components of the loyalty construct, reflecting both the psychological attachment employees maintain toward their organizational affiliation and the observable manifestations of such attachment through discretionary effort and retention behaviors. Contemporary scholarship has progressively emphasized the distinction between loyalty as a psychological state and loyalty as a behavioral outcome, with recent investigations demonstrating the complex interplay between these dimensions. Logan's (1984) seminal contribution, which conceptualized loyalty as "a strong tie that binds an employee to his/her company even when it may not be economically sound for him/her to stay there," continues to resonate within

current theoretical frameworks, particularly in understanding the non-rational elements that sustain employment relationships beyond purely transactional. This conceptualization has been further refined by subsequent scholars who argue that employee loyalty is "a deliberate commitment to further the best interests of one's employer, even when doing so" may require personal sacrifice or present potential disadvantages to the individual employee.

Recent empirical investigations have demonstrated that employee loyalty is a significant attribute to gain competitive advantage in any organization, with research consistently indicating that retaining and nurturing a loyal workforce has many benefits and protects the organization from several disadvantages (Dutta & Dhir, 2025). These findings have prompted increased scholarly attention toward the measurement and validation of loyalty constructs, with researchers developing sophisticated psychometric instruments capable of capturing the multidimensional nature of employee loyalty while maintaining statistical rigor and theoretical coherence. The relationship between employee loyalty and organizational culture has emerged as a particularly salient area of scholarly inquiry, with contemporary research revealing complex associations between cultural factors and loyalty formation. Employee loyalty and corporate culture satisfaction assessment is the core of sustainable corporate development (Frontiers in Psychology, 2022), suggesting that loyalty cannot be adequately understood without considering the broader cultural context within which employment relationships develop and evolve. This cultural dimension of loyalty has been further elucidated through investigations of person-organization fit, which demonstrate that employee perceptions of CSR and employee loyalty are mediated by the degree of alignment between individual values and organizational practices (PMC, 2024).

The mediating mechanisms through which loyalty develops have received considerable empirical attention, particularly regarding the role of job satisfaction, engagement, and trust in the loyalty formation process. The roles of internal communication (IC), job engagement (JE), organization engagement (OE) and job satisfaction (JS) in producing employee loyalty (EL) based on the social exchange theory have been systematically investigated, revealing that loyalty emerges through complex pathways involving multiple organizational and individual factors (Nature, 2023). These findings suggest that loyalty represents a culmination of positive workplace experiences rather than a discrete outcome that can be directly manipulated through singular interventions. The technological advancement in loyalty measurement has introduced novel methodological approaches that enable more sophisticated analysis of loyalty patterns and determinants. Employee loyalty evaluation using machine learning in technology-based small and medium-sized enterprises demonstrates that contemporary analytical techniques can identify previously unrecognized patterns in loyalty formation, particularly within knowledge-intensive industries where traditional loyalty measures may prove inadequate. This methodological innovation has enabled researchers to examine loyalty as a dynamic construct that fluctuates in response to changing organizational conditions and individual circumstances. Furthermore, the distinction between organizational loyalty and supervisory loyalty has emerged as a critical theoretical consideration, with recent scholarship examining how supervisors differentiate employees by "loyalty" and divide them into "insider" and "outsider" categories. This differentiation suggests that loyalty operates at multiple organizational levels simultaneously, with employees potentially maintaining distinct loyalty orientations toward their immediate supervisors, their work teams, and the broader organization. The practical implications of employee loyalty research have been substantially enhanced through investigations of loyalty's relationship with organizational performance outcomes. Contemporary studies have demonstrated direct associations between employee loyalty and service quality, cost reduction, and overall organizational effectiveness, suggesting that loyalty

represents not merely a desirable employee characteristic but a strategic organizational asset with measurable performance implications. These findings have prompted increased managerial attention toward loyalty-building initiatives and have established employee loyalty as a legitimate focus for organizational development interventions. The evolving nature of employment relationships in contemporary organizations has necessitated reconceptualization of traditional loyalty frameworks to accommodate remote work arrangements, gig economy participation, and increasingly fluid career patterns. Current research suggests that employee loyalty may manifest differently across various employment configurations, requiring theoretical models that can accommodate diverse organizational forms and employment arrangements while maintaining conceptual coherence and empirical validity.

## METHODS

The study employed a quasi-experimental research design with a cross-sectional approach, appropriate for populations sharing homogeneous characteristics. It is a structured plan that outlines how a study will be collected to achieve its objectives effectively. It encompasses the selection of methods, strategies and procedures for collecting and analysing data to answer specific research questions. Creswell and Creswell (2018) describe research design as the blueprint for the study, providing a framework to ensure consistency between the research problem, methodology, and analysis. By determining the study's approach whether qualitative, quantitative, or mixed methods the design ensures the alignment of tools and techniques with the research objectives. The population of this study consisted of Eight (8) airline operators operating in Rivers State. Whether or not all elements of the population can be reached distinguishes a target population from an accessible population (Zeb-Obipi, 2007). According Berg (2001) target population refers to the larger population to which the researcher ultimately would like to generalize the results of the study. It is the entire group of individuals, events or objects having a common observable characteristics. However, sampling elements for the study were used from the study population as the study respondents comprises of six (6) management staff across the eight (8) operating airlines in Rivers State, Nigeria, which includes: Director of Safety, Marketing Director, Director Maintenance, Manager, Assistant Manager, and General Supervisors, making the study sampling elements to be forty-eight (48). Since the study is an institutional level study with small population, the census approach was adopted

### Data Analysis

**Table 1: Showed the Response Rate on Video Conferencing Platform**

	N	Minimum	Maximum	Mean	Std. Deviation
1. To what extent your organization organized meeting using the video conferencing platform?	42	1	5	4.38	.909
2. What do your organization allow you to stand in for others when they have functional challenges	42	2	5	4.48	.740
3. What extent do your organization provide training employee to understand how to use video conferencing?	42	2	5	4.33	.721
Valid N (listwise)	42				

**Source:** SPSS Version 23 Window Output, 2026.

The empirical data presented in Table 1 showed response rate for video conferencing using mean and standard deviation and measured with 3-item, then scaled on a 5-point likert scale. The first research item was to ascertain what extent your organization organized meeting using the video conferencing platform had a high mean value of ( $x=4.38$  and  $std.dev. =1.010$ ). The second research item ascertain What extent do your organization allow you to stand in for

others when they have functional challenges had a very high mean value of ( $x= 4.48$  and Std.dev.  $=0.805$ ). Third research item above ascertain What extent do your organization provide training employee to understand how to use video conferencing had a high mean value of ( $x=4.33$  and Std.dev.  $=0.781$ ). The response rate on the scale showed that respondents were on the strongly agree range of video conferencing platform as an observed phenomenon in the study of virtual office tools in Airline Operators in Port Harcourt, Rivers State Nigeria.

**Table 2: Showed the Response Rate on Dedication**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
1. What extent do your treatment of staff increases employee dedication	42	2	5	4.31	.715
2. What extent do the appraisal approach of your organization motivated employee to be more committed to the organization tasks?	42	2	5	4.31	.715
3. What extent do your organization appreciate the performance of the management team?	42	1	5	4.38	.909
Valid N (listwise)	42				

**Source:** SPSS Version 23 Window Output, 2026.

The empirical data presented in Table 2 showed response rate for cost reduction using mean and standard deviation and measured with 3-item, then scale on a 5-point likert scale. The first research item was to ascertain What extent do your treatment of staff increases employee dedication had a high mean value of ( $x=4.31$  and std.dev.  $= 0.772$ ). The second research item ascertain What extent do the appraisal approach of your organization motivated employee to be more committed to the organization tasks had a high mean value of ( $x= 4.31$  and Std.dev.  $=0.767$ ). Third research item above ascertain What extent do your organization appreciate the performance of the management team had a high mean value of ( $x=4.38$  and Std.dev.  $=0.954$ ). The response rate on the scale showed that respondents were on the agree range of dedication as an observed phenomenon in the Airline Operators in Port Harcourt, Rivers State Nigeria.

**Table 3: Showed the Response Rate on Absorption**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
1. What extent do your organization's performance enhances employee engrossment?	42	1	5	4.62	.909
2. What extent do your company's ability to frequently review and update its strategic plans for the employee drastically contributed to increased commitment	42	1	5	4.10	.821
3. What extent do your organization salary structure increases the commitment of employee in your organization?	42	1	5	4.45	.916
Valid N (listwise)	42				

**Source:** SPSS Version 23 Window Output, 2026.

The empirical data presented in Table 3 showed response rate for absorption using mean and standard deviation and measured with 3-item, then scale on a 5-point likert scale. The first research item was to ascertain what extent do your organization's performance enhances employee engrossment had a very high mean value of ( $x=4.52$  and  $std.dev. = 1.018$ ). The second research item ascertain What extent do your company's ability to frequently review and update its strategic plans for the employee drastically contributed to increased commitment had a high mean value of ( $x= 4.10$  and  $Std.dev. =0.913$ ). Third research item above ascertain What extent do your organization salary structure increases the commitment of employee in your organization had a high mean value of ( $x=4.45$  and  $Std.dev. =1.019$ ). The response rate on the scale showed that respondents were on the agree range of absorption as an observed phenomenon in the Airline Operators in Port Harcourt, Rivers State Nigeria.

**Table 4: Showed the Response Rate on Loyalty**

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
1. My manager always seeks new opportunities for the unit/department/organization	42	2	5	4.43	.737
2. My manager paints an interesting picture of the future for us.	42	1	5	4.45	.916
3. My manager inspires other staff with his/her plans for the future.	42	1	5	4.38	.909
Valid N (listwise)	42				

**Source:** SPSS Version 23 Window Output, 2026.

The empirical data presented in Table 4 response rate for loyalty using mean and standard deviation and measured with 3-item, then scale on a 5-point likert scale. The first research item was to ascertain if manager always seeks new opportunities for the unit/department/organization had a high mean value of ( $x=4.43$  and  $std.dev. = 0.802$ ). The second research item was to ascertain if My manager paints an interesting picture of the future for us had a high mean value of ( $x= 4.45$  and  $Std.dev. = 1.019$ ). Third research item above was to ascertain if My manager inspires other staff with his/her plans for the future had a high mean value of ( $x=4.38$  and  $Std.dev. =1.012$ ). The response rate on the scale showed that respondents were on the agree range of the scale, and observed loyalty as a phenomenon in the Airline Operators in Port Harcourt, Rivers State Nigeria.

### Bivariate Analysis

The Spearman's Rank Order Correlation Coefficients (*rho*) results for the relationship between video conferencing platform and the measures of the criterion variables is showed below with the test of significance (p-value), and further generalizes the finding to the population of the study.

**Table 5: Showed the Correlations Analysis on Video Conferencing and Employee Engagement**

			Video conferencing platform	Dedication	Absorption	Loyalty
Spearman's rho	Video conferencing platform	Correlation Coefficient	1.000	.897**	.945**	.897**
		Sig. (2-tailed)	.	.000	.000	.000
		N	42	42	42	42
	Dedication	Correlation Coefficient	.897**	1.000	.951**	.999**
		Sig. (2-tailed)	.000	.	.000	.000
		N	100	100	100	100
	Absorption	Correlation Coefficient	.945**	.951**	1.000	.950**
		Sig. (2-tailed)	.000	.000	.	.000
		N	42	42	42	42
	Loyalty	Correlation Coefficient	.897**	.999**	.950**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	42	42	42	42

\*\* . Correlation is significant at the 0.01 level (2-tailed). Source: SPSS Data Output 2026

Based on the data presented on table 5 where ( $\rho$ ) = 0.897\*\*, the results indicate that video conferencing platform has a very strong positive correlation with dedication. Hence, the more video conferencing platform is utilized, the more dedicated the employee of the organization in the Airline organizations in Port Harcourt, Rivers State, Nigeria.

Based on the data presented on table 5 where ( $\rho$ ) = 0.945\*\*, the results indicate that video conferencing platform has a very strong positive correlation with absorption. Hence, the more the video conferencing platform is applied the more employee commit to the organization in the Airline organizations in Port Harcourt, Rivers State, Nigeria.

Based on data presented on Table 5 where ( $\rho$ ) = 0.897\*\*, the results indicate that video conferencing platform has a very strong positive correlation with loyalty. Hence, the more video conferencing platform is utilized, the more loyal the employee of the organization in the Airline organizations in Port Harcourt, Rivers State, Nigeria.

## FINDINGS

The data presented in table 1, indicate that video conferencing platform has a very strong positive correlation with dedication in the Airline Industry in Port Harcourt, Rivers State, Nigeria. The data presented on table 3, indicate also, that video conferencing has a very strong positive correlation with absorption in the Airline Industry in Port Harcourt, Rivers State, Nigeria. Also, data presented in table 4, indicate also, that video conferencing platform has a very strong positive correlation with loyalty in the Airline Industry in Port Harcourt, Rivers State, Nigeria. This shows that video conferencing has a significant influence on loyalty in the Airline Industry in Port Harcourt, Rivers State, Nigeria.

The findings are in line with Purvanova and Kenda (2018) examined the role of leadership in virtual management, emphasizing the need for leaders to adopt a transformational leadership style and foster a culture of trust and empowerment. Their findings suggest that effective virtual tools must be skilled in communication, conflict resolution, and providing clear direction and support to their remote teams.

The findings corroborate with Gajendran and Harrison (2007) finding that remote work arrangements were associated with higher job satisfaction and lower turnover intentions among employees. Additionally, they reported potential cost savings for organizations through

reduced office space requirements and overhead expenses. The findings are in line with Akingbola and Balogen (2013) their findings suggested that virtual teams can enhance organizational performance by improving collaboration, reducing operational costs, and increasing employee productivity. However, they emphasized the need for proper training, change management, and the provision of necessary technological infrastructure to support virtual team success.

## CONCLUSION

Organizations should prioritize the institutionalization of video conferencing platforms as integral components of organizational communication architecture, given the demonstrated strong positive relationship with dedication, absorption, and loyalty. Specifically, airline operators should implement structured video conferencing protocols that facilitate regular face-to-face virtual interactions between management and frontline personnel, thereby mitigating the depersonalization effects inherent in geographically dispersed operations. Investment in high-bandwidth infrastructure and user-friendly video conferencing technologies with features supporting screen sharing, breakout rooms, and recording capabilities should be prioritized to maximize engagement potential. Furthermore, organizations should develop comprehensive training programs that enhance digital literacy and reduce technostress associated with video-mediated communication, particularly among employees demonstrating technological apprehension.

## RECOMMENDATION

Organizations should establish clear guidelines delineating appropriate usage contexts, response time expectations, and after-hours communication protocols to prevent the paradoxical effects of technological overload and work-life boundary erosion. The integration of instant messaging with task management systems and knowledge repositories will enhance its utility as an engagement tool by facilitating seamless information exchange and collaborative problem-solving. Additionally, organizations should leverage analytics embedded within instant messaging platforms to monitor communication patterns, identify isolation risks, and proactively address engagement deficits among specific employee cohorts.

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