

VIRTUAL OFFICE DRIVERS AND ORGANIZATIONAL SUCCESS

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Abstract

This study examined the relationship between virtual office drivers and organizational success. The major objectives of the study was to determine the influence of virtual office drivers on organizational success; with modern websites, communication platform, answering services and mailing address as the dimensions with measures of organizational success as low overhead and low staff turnover. Four research questions guided the study. The study adopted cross sectional survey research design. The population of the study was employees of three virtual organizations operating in Port Harcourt and stratified random sampling technique was used to select a sample size of 129 junior and senior staff of the virtual organizations. The instrument used for data collection was structured questionnaire. The instrument was validated by three (3) experts in the field of measurement and evaluation while the reliability of the research instrument was obtained using cronbach alpha which stood at 0.938. The data retrieved were analyzed using table frequencies and mean; findings revealed that dimensions of virtual office drivers correlates with organization success. Therefore, the study concluded that virtual office drivers positively and significantly predict organizational success. Thus, the researcher recommended that virtual organization operators in Nigeria should consider investing more efforts in ensuring that the components of virtual drivers namely: modern websites, communication platform, answering service and mailing address are up to standard and available at any time.

Introduction

In today's world the need for organization to expand the frontiers of their business beyond their physical operational bases to other parts of the world arises. This need is accompanied by also the need to establish physical offices in the anticipated new bases which in most cases may be enormous in terms of cost. This development has given birth to the concept of "Virtual Office" whereby a company may not have a fixed office location in a place yet functions as a unit to provide goods and services to its customers. It relies on the internet for document exchange, video conferencing for meetings and cell phones to keep in touch with office employees who might work from their homes or in different cities and countries (Locsin, 2019).

Ring (2014) explains that a virtual office (VO) in its simplest form is an arrangement for a business to have a professional address at a physical brick-and-mortar location. Work can be done from home, a coffee shop, or from a cruise ship, but the business address is at a physical location of a VO provider. Additional services can be included in a VO arrangement such as phone answering. This can make all the difference in the professional image of the business. Business calls are answered professionally every time by a live receptionist.

He further explains how a virtual office (VO) arrangement works. According to him, a business owner enters a written agreement with a (VO) provider for specific service. The services may include mail, phone, office and conference room for use on monthly fees. The business owner complete a written agreement and then notifies business contacts of the new business address. The VO provider will receive the mail for this business and then handle the mail in a highly customized manner such as:

- i. For a local business the mail can be placed in a private, locked mailbox. The client can come and retrieve the mails from the mailbox.
- ii. The mail can be forwarded to the business owners address.
- iii. The business can request to be called or emailed when they have mail

Ring (2014) says that the business owner may want to establish a new phone number for his business or have his current business numbers redirected to the VO where:

- a. Professionally trained receptionist answer all calls for the business as the business desires.
- b. The receptionist transfers the call according to the business owner's preference which could be to the business owner's line or voice mail.

Davey (2018) rightly puts it:

“One of the biggest attractions of a virtual office is it’s facility in allowing its users to just rent the services they need. This means the infrastructure can be shared across individuals and business allowing resources to be allocated more efficiently”.

However operation of virtual office (VO) has some limitations. Locsin (2019) observed that “virtual connections lack the social interactivity of face to face contact. In view of the fact that many non-verbal issues can be missed in mails, phone conversations and video conferences, messages can easily be misinterpreted. Coordinating meetings may prove difficult especially if workers are scattered across several time zones. Finally, collaborations will lack spontaneity because they have to be planned precisely to coordinate schedule and time zones.

These drawbacks notwithstanding, most contemporary organizations are now able to achieve low overhead and low staff turnover by conducting their business virtually through the instrumentality of virtual office drivers such as modern websites, communication platform, and answering services and mailing services (Chaffey, 2014; Daniel, 2016; Chaffey and Eillis – Chadwick, 2018). It is therefore against this background that this study wants to verify the level of influence of virtual office drivers on organizational success. In other words, what is the effect of virtual offices drivers on organization’s ability to achieve low overhead and low staff turnover? The answer(s) to this question constitutes the focus of this research.

Statement of The Problem

Virtual office drivers have many benefits and advantages as witnessed by organizations especially in advanced countries of the world. In spite of these advantages, most organizations in Nigeria still operate in traditional office environment where people work in a physical office, with the associated overheads that tend to make organizational operation less successful (Yusuf, 2018). Could this development be attributed to lack of awareness of the reasons why organizations in other climes now choose virtual office? What are other likely strategies that can be employed to make most Nigeria organizations align their operations with their counterparts in other climes and be more successful? These questions and others, are the root of the problems confronting this study.

Furthermore, from the review of empirical literatures and to the best of the researcher’s knowledge, it appears that there is dearth of research on this subject matter in Nigeria (Yusuf, 2018 Wilcox, 2018), especially in Port Harcourt, Rivers State, where a lot of multinational companies are domiciled. Against this background, this study seeks to holistically assess the effect of virtual office drivers (VOD) on organizational success in Port Harcourt using some startup companies that operate virtual in Port Harcourt as a case study.

Purpose of the Study.

The major purpose of this study is to examine the influence of virtual office drivers on organizational success. Specifically, the study seeks to assess:

1. The extent to which modern communication platform influences organizational success.
2. The extent to which communication platform influences organizational success.
3. The extent to which answering service influences organizational success.
4. The extent to which mailing address influences organizational success.

Research Questions

In view of the purpose of the study, the follow research questions were formulated to guide the study:-

1. To what extent does modern website influences organizational success?
2. To what extent does communication platform influences organizational success?
3. To what extent does answering services influences organizational success?
4. To what extent does mailing address influences organizational success?

Significance of the Study

This study will be highly beneficial to Nigeria organizations that are still using the traditional office and yet to align themselves with what organizations in other climes are doing to be successful by operating virtually. It will create the required awareness needed to re-orient organizations in Nigeria about the benefits of virtual operation as successfully done by most 21st century organizations all over the world.

Finally, considering the dearth of research on the topic, especially in Port Harcourt, the findings of this research shall bridge the gap as well as expand the frontiers of information, knowledge and existing literatures on virtual office drivers and organizational success in Nigerian context.

Scope of the Study

This study focuses mainly on virtual office and organizational success. The study was carried out in start-up companies that operate virtually in Port Harcourt such as Workplace Plus (Regus), Focus Hub Nigeria and Rhizome Consulting. It covers management and staff of those startup companies that operate virtually in Port Harcourt.

Literature Review

To give detailed explanation and bird's eye view of this study, relevant and coherent literatures were reviewed under the sub-headings below:

- ❖ Overview of Virtual Office Drivers (VOD)

Budiuzzaman and Rafiquzzaman (2016) noted that a virtual office is a business location that exists only in cyberspace; describing it further as a setup that allows business owners and employees to work from any location by using technology such as laptop computers, cell phones and internet access. A Virtual Office can provide significant savings and flexibility compared to renting a traditional physical space. Explaining how a Virtual Office functions Budiuzzaman and Rafiquzzaman (2016) said “meeting can be conducted via telecommunicating, video conferencing, and documents can be transmitted electronically”.

According to Brandt and Levy (2017), everybody in a virtual office is free to work from any place but they have to complete their tasks as per given time and deadline; and ensure goals and outputs from the human resources are realized. They further noted that officials work at their homes and are connected through a common network and software system. Virtual office needs only a single room to setup some technical equipment. Managers and owners of business can monitor the whole working process from anywhere around the world; which makes virtual office being referred to as a “global working environment”.

According to Wiki Loves Africa (2020), Virtual Office infrastructure may include a variety of physical locations and services, as well as digital services. The infrastructure is shared across individuals and entities allowing resources to be utilized more efficiently. This allows the users the flexibility of only renting or using the services they need.

Dimensions of Virtual Office Drivers

Most studies in extant literatures have shown that there are four basic dimensions or virtual office drivers and they are:- Modern Websites, Communication Platform, Answering services and Mailing Address. (Ring, 2014; Budiuzzaman and Rafiquzzamanin (2016); Brandt and Levy (2017); George, 2018, Kent, 2020). These dimensions are discussed below:

- ❖ Modern websites: A websites is a collection of linked webpages (plus their associated resources) that shares a unique domain name (Mozilla Developer Network, 2019). Each webpage of a given website provides explicit links; most of the time in the form of clickable portion of text that allows the user to move from one page of the websites to another. However, the idea of a webpage and a website are easy to confuse in a case where a website contains only one webpage. Such a website is sometimes called a single page website (Mozilla Developer Network, 2019).

In another definition, Wikipedia Encyclopedia (2020), describes a websites as a collection of webpages and related content that is identified by a common domain name and published on at least one web server. Notable examples are Wikipedia.org, Google.com, Amazon.com etc. Wikipedia Encyclopedia further noted that all publicly accessible websites collectively constitute the World Wide Web (WWW). There are also private websites that can only be assessed on a private network such as a company's internal websites for its employees. Websites are typically dedicated to a particular topic or purpose such as news, education, commerce, entertainment or social networking. Some websites require user registration or subscription to access content (Perrin, 2019). Examples of subscription websites include many business sites, news websites, academic journals websites, gaming websites, files- sharing websites, message boards, web based mails, social networking sites, websites providing real-time stock market data as well as sites providing various other services.

❖ **Communication Platform:** According to Wiki Loves Africa (2020), a communication platform in the context of a virtual office are communication tools that enable a virtual office provide digital services that are shared across individuals and organizations; thereby allowing resources to be utilized more efficiently. Components of a communication platform include: A phone number, online phone system (VoIP) , virtual assistants, websites domains, email, instant messages, chat and other web based RTC platforms, video conferencing including webinar-hosting or other screen sharing platforms, online digital storage and cloud base applications e.g. (Google Docs, Sheets and Slides or Office 365).

Most studies affirms that these ICT tools/media combined are communication platform components that drives a virtual office of organizations (Ring, 2014; Brandt and Levy 2017; George, 2018, Kent, 2020).

❖ **Answering services:** Ring (2014) describes answering services as one of the basic elements that makes a virtual office function. According to Ring, it constitutes or consists of the range of services which a virtual office renders to its users through a professionally trained receptionist who answers all calls of VO user as he desires, and also transfers the call according to the VO users preferences which could be either to his land line, a cell phone or a voice mail.

In another study Comcenter (2018) notes that answering service is one of basic function performed by a virtual office whereby live professional tele-secretary answer VO user' calls with their specified greetings. Calls are routed as request during business hours. After business hours, VO user calls are automatically forwarded to their cells phones, home phone, voicemail or anywhere they specify. Answering service also covers voicemail system with 24-hours access.

❖ Mailing Address: mailing address processing constitutes one of the major functions performed by a virtual office (Kent, 2020). This involves the provision of mail box services to a virtual office user in a highly customized manner. According to Ring (2014), this function may entail the following:-

- a. For a local business, the mail can be placed in a private, locked mailbox, only to be retrieved by the client.
- b. The mail can be forwarded to the virtual office user's address.
- c. The virtual office user can request to be called or emailed whenever the user has his mail.

Similarly, ComCenter (2018) observed that mail box is one of the major drivers of a virtual office and also identified the following as mailbox service provided by a virtual office:

1. Private mailbox and emailing address in your corporate name with a commercial business address.
2. Sorting of mail for virtual office user by a Virtual Assistant and forwarding of it upon request.
3. Receipt of fax by a Virtual Office Assistant and forwarding of it upon request.

The virtual office mail box services identified in the ComCenter (2018) study above also tallied with the earlier one by Ring (2014).

Measures of Organizational Success

Measures of organizational success refers to the variables that indicate an organization's ability to achieve what it has set out to achieve through its operation (Maltz, Shenhar and Reilly, 2016). According to Budiuzzaman and Rafiquzzaman (2016), organizations operate virtually in order to achieve low overheads and also low staff turnover; hence these two variables are the measures of organizational success. Other studies by Brandt (2014), Levy (2016), Stumpf and Klingler (2017), George (2018) and Kent (2020) are all in agreement that low overhead and low staff turnover are the measures of organizational success. They maintain that the major attractions of most organizations in choosing to operate virtually are low overheads, low fixed costs, few full-time employees (if any, other than the owner-operator), Limited employee benefits, limited supports functions. This low cost-base strength is the measure of success for organizations operating virtually. Low overhead and low staff turnover are further discussed in detail below:

Low Overhead: - in 21st century, all the small to large sized organizations choose the virtual office because it is significantly cheaper to use the virtual office than rent a physical office space (Badiezzaman and Rafiquzzaman, 2016), Organimi (2018) notes that operating through a virtual office makes organization enjoy significant decreases in operating cost. According to Consulco (2018), a virtual office provide the service and infrastructure to run an organization professionally without the cost of a full-time physical office, hence, it has become the smart business choice for start-ups and multinationals alike.

A virtual work force enable organizations to shift labour cost to lower cost resources, slash travels and expenses budgets, consolidate and reduce fixed facility cost; and thus give organizations a greater degree of flexibility to take advantage of lower cost of labour regardless of location and engage workers when and where the business needs (Citris, 2018). Furthermore, organizations must find new ways to do more with less cost at the same time, better serve existing customers, expand offerings, broaden the customer base and break into new markets.

This implies that virtual office work force solution allows an organization to open branch offices quickly and cost effectively as business growth demands, easily incorporate mergers and acquisitions when necessary; manage business contractions smoothly by providing the agility to quickly and easily move resources form less productive areas to new opportunities and initiatives. Especially in competitive markets, organizations often must move closer to the customer, office choices, immediate or real time accurate responses and off-hour services to both avoid lost sales and build long term relationships with customers (World at Work, 2017). A virtual office is key to an organization's ability to cost-effectively take advantage of opportunity anywhere it exists.

❖ **Low Staff Turnover:** In organizations operating in traditional physical office space, employee turnover issues still pose serious challenges throughout the world, hence turnover intentions of employees have become one of their major challenges (Ahmad, Sabir, Khosa, Ahmad Bilal, 2016). This is why organizations all over the world are giving more attention and importance to this issue as they know that high staff turnover slow down the performance of the employees as well as the organization. According to Chen, Lin and Lien (2017), employee turnover affects both firms and their workers. Firms have to incur the expenses on recruiting and training of new employees while employees may have to learn specific skills relating to new jobs.

Generally, one of the major reasons why virtual office has become the smart business choice for start-ups and multinationals alike of recent is that it enable organizations to achieve low staff turnover (Consulco, 2018). Workers of a virtual office are simply happier when they are able to work from home because they have lower stress levels (Organimi, 2018). State of Telecommuting Report, (2019) also showed that a shift towards remote work led to fewer absences and a higher morale. Consequently, employees that are happier in their work are more likely to stick around their organizations, and with competitive salaries, they are less likely to leave their jobs.

Basically, many of today's virtual workers grew up using technology and have integrated it into every aspect of their personal lives. These workers expect and demand leading edge technology, including technology that allows a virtual work style. The ability to support a virtual workforce with such technology enable organizations to attract, hire and retain trained and skilled talents regardless of location (Citrix, 2018). According to World at Work (2017), 85% of companies indicate that teleworking has a moderate to high favorable impact on employee retention.

Methodology

The researcher adopted research design method. It involve the use of primary and secondary data sources, requiring the employment of cross sectional survey design through the use of emailed questionnaire, personal telephone calls and online forms.

- ❖ Population: The population of this study was staff of three (3) virtual organizations based in Port Harcourt namely: - Regus (40), Focus Hub Nigeria (120), Rhizome Consulting (30), totaling 190 staff.
- ❖ Sample size and sampling technique:-In order to arrive at an objective sample size for this study the researcher applied the Taro Yemane formula for sample size determination which is stated below.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n= sample size

N= Population size (190)

e= level of error (0.05)

Substituting the values in the formula:

$$n = \frac{190}{1 + 190 (0.0025)^2} = 190 \div 1.475$$

$$n = 128.81$$

Therefore, $n = 129$ (rounded up to the nearest whole number); hence the sample size is 129.

The stratified random sampling technique was adopted for the study to proportionally select staff to be sampled in each of the three (3) virtual organizations. The number of samples selected from each organizations was based on the number of staff in each of them as follows:

Focus Plus (Regus)	27
Focus Hub Nigeria	82
Rhizome Consulting	20
Total	129

Method of Data Collection

The researcher employed email questionnaire, online forms and personal telephone interview as instruments for gathering the primary data; while secondary data were obtained from journals, text books, magazines, seminar works and related unpublished works. The questionnaire consisted mainly of closed ended questions so as to ease responses to the items and facilitate speedy coding. Most of the items were formulated in likert scale format of Very High Extent (VHE), High Extent (HE), Low Extent (LE) and Very Low Extent (VLE). The questionnaire was divided into two parts:

- Demography and the response on the relationship between virtual Drivers and organizational success. The interview was directed at top management of the virtual organizations in Port Harcourt. Two senior managers in each of the three (3) organizations studied were interviewed and the interview was intended to find answer to questions bothering on how virtual offices driver helped the organizations achieve organizational success as well as the likely strategies that could be employed to make most

Nigerian organizations align their operations virtually like their counterparts in other climes in order to be more successful.

Administration of Instruments

With the aid of the internet and research assistants, the researcher administered the research instruments to the staff of the three virtual organizations. Out of 129 questionnaires administered, 118 was retrieved and used for analysis.

Validity and Reliability of Research Instrument

The validity of was established by three experts in the field of measurement and evaluation. They assessed the relevance of each research item in the instruments: clarity of purpose and objectivity. The corrections made were corrected in the final draft of the questionnaire. To ensure reliability of the instruments, the researcher conducted a pilot test covering the three virtual organizations studied. Twenty (20) members of staff were selected and the instrument administered on them. To further strengthen the reliability of the instrument, the test and re-test method was adopted and the cronbach alpha was used to calculate the reliability of the instrument which stood at 0.938.

Method of Data Analysis

The data generated through the questionnaire were sorted and represented in frequency tables and later analyzed using descriptive survey statistical tool of frequencies, mean and simple percentage.

Data Analysis

Research Question One

To what extent does modern website influence organizational success?

Table 1: Mean rating on the Extent Modern Website Influences Organizational Success

S/N	Items	VHE 4	HE 3	LE 2	VLE 1	Mean	Decision
1	Most consumers look online for information that will help them make better purchasing decisions. This is only possible if an organization has a modern website.	59	36	19	4	3.27	Accepted
2	A modern website is a pillar of any organization's online presence because every type of communication, piece of content, or advertisement that it put online will drive the consumer back to its website.	37	41	30	10	2.89	Accepted
3	By an online presence through a website, an organization is able to reach more customers. The more customer it reaches online, the more opportunities it has to make a sale	62	33	15	8	3.26	Accepted
		Grand mean 3.14					

Source: Field survey, 2023. Criterion Mean =2.50

In table 1 above, the calculated mean of questionnaire items 1, and 3 are greater than the criterion mean (2.50) with mean score of 3.27, 2.89 and 3.36. This implies that the questionnaire items 1, 2 and 3 were accepted. Therefore it shows the influence of modern website on organizational success to be very positive, significant and of high extent.

Research Questions Two

To what extent does communication platform influence organizational success?

Table 2: Mean rating on the extent communication platform influences organizational success.

S/N	Items	VHE	HE	LE	VLE	Mean	Decision
		4	3	2	1		
4	It is almost impossible for a virtual office to be successful in achieving the purpose it is designed for without the input of component of communication platform such as phone number, VoIP virtual assistant.	69	46	2	1	3.55	Accepted
5	Component of a communication platform contributes more than 70% to the functioning of a virtual office, hence it could be safely concluded that communication platform is positively related to the success of virtual organizations.	45	41	29	3	3.8	Accepted
6	Communication platform provides a vehicle enabling employees to make decision, collaborate and achieve results as established by the firm.	32	34	35	17	2.69	Accepted
		Grand mean 3.11					

Source: Field survey, 2023. Criterion Mean = 2.50

In table above, the calculated mean of questionnaire item 4, 5 and 6 are greater than the criterion mean (2.50), with mean scores of 3.55, 3.08 and 2.69. This implies that the questionnaire items were accepted with grand mean of 3.11 which shows that communication platform positively influences organizational success.

Research Question Three

To what extent does answering service influence organizational success?

Table 3: Mean rating on the Extent answering service influences organizational success.

S/N	Items	VHE 4	HE 3	LE 2	VLE 1	Mean	Decision
7	When a virtual office user's answering service are well provided by a virtual office, the virtual office user's customers will be satisfied, resulting to loyalty which further results to sustained profits of virtual organizations.	73	45	0	0	3.62	Accepted
8	The virtual receptionist answering service provide the key support needed for business to thrive and expand.	33	28	31	26	2.58	Accepted
9	Virtual answering service saves business owners the cost of full time employees. Funds realized through this lower cost, improves a business financial performance and lead to overall success.	86	32	0	0	3.73	Accepted
		Grand mean 3.31					

Source: Field survey, 2023. Criterion mean=2.50

Table 3 above shows that calculated mean of questionnaire items 7, 8 and 9 are greater than the criterion mean (2.50) with mean score of 3.62, 2.58 and 3.73. This reveals that the questionnaire items were accepted. Therefore, the grand mean of the responses was 3.31; which is also above the criterion mean, implying that to a high extent, answering service positively influences organizational success.

Research Question Four

To what extent does mailing address influences organizational success?

Table 4: Mean Rating on the Extent Mailing Address Influences Organizational success

S/N	Items	VHE 4	HE 3	LE 2	VLE 1	Mean	Decision
10	A virtual mailing address provides organizations, especially small business run from home, the required reputation customers look out for in making a purchase decision.	78	37	1	2	3.62	Accepted
11	Mailing and office address provide virtual office users the prestige associated with physical offices which is turn results in significant decrease in operating cost.	87	31	0	0	3.74	Accepted
12	A virtual mailing address provides clients and enhance securities that make business successful.	29	32	30	27	2.53	Accepted
		Grand mean 3.30					

Source: Field survey, 2023. Criterion mean=2.50

In table 4, as seen above, the calculated mean of questionnaire items 10, 11 and 12 are all above the men criterion (2.50). The 10,11and 12 were accepted considering the readings above. Furthermore, the grand mean of the respondents' responses was 3.30 which shows that mailing address, to a very high extent, influences organizational success positively and significantly.

Analysis for Measures of Organizational Success

Low overhead as a measure of Organizational Success.

Table Five: Mean Rating of low overhead as a measure of organizational success.

S/N	Items	VHE 4	HE 3	LE 2	VLE 1	Mean	Decision
13	Organizations choose virtual office because it is significantly cheaper to use a virtual office than rent a physical office space.	37	41	30	10	2.89	Accepted
14	Operating through a virtual office makes organizations enjoy significant decreases in operating costs.	32	34	35	17	3.08	Accepted
14	A virtual workforce enables organizations to lower labour costs and cost resources, slash travel expenses and budgets, consolidate and reduce fixed facility costs: thus give greater degree of flexibility to take advantage of lower cost of labour regardless of the location	73	45	0	0	3.62	Accepted
		Grand mean 3.20					

Source: Field survey, 2023. Criterion Mean=2.50

In table 5 above, calculated mean of item 13, 14 and 15 are greater than the criterion mean (2.50) with mean score of 2.89, 3.08 and 3.62. The implication of this is that the questionnaire items 13, 14 and 15 were accepted. Therefore, it shows that low overhead is a strong measure of organizational success having grand mean of 3.20.

Low staff Turnover as a measure of organizational success.

Table 6: Mean Rating of Low Staff Turnover as a measure of Organizational Success

S/N	Items	VHE 4	HE 3	LE 2	VLE 1	Mean	Decision
16	Virtual office enables organizations to achieve low staff turnover because workers of a virtual office are simply happier when they work from home at very low stress level.	39	49	28	10	2.92	Accepted
17	Employees that are happier at their work are more likely to stick around their organization; and with competitive salaries, they are less likely to leave their jobs.	48	39	26	5	3.10	Accepted
18	Teleworking has moderate to high favorable impact on employee retention and thus enhance significant savings in terms of expenses on recruitment and training of new employees.	76	42	0	0	3.64	Accepted
		Grand mean 3.22					

Source: Field survey, 2023. Criterion Mean=2.50

In table 6 above, the mean shows scores of 2.92, 3.10 and 3.64, above or higher than the criterion mean (2.50). They were all accepted which implies that low staff turnover is a strong measure of organizational Success with a grand mean of the respondent response of 3.22.

Summary of Findings

The findings of the study show that:

1. To a high extent, modern website positively and significantly influence organizational success.
2. Communication platform, to a high extent influences organizational success positively and significantly.
3. There is a significant and positive influence of answering service on Organizational success.

4. Mailing address has a positive and significant influence in organizational success.
5. There is a significant and positive influence of the dimensions of virtual office driver on the organizational success.

Conclusion

This study examined the influence of virtual office drivers on organizational success and it is worthy of mention to say that after all analysis and findings, it was actually revealed that virtual office drivers to a very high extent, has a positive and significant influence on organizational success. The researcher confirms that the dimensions of virtual office; namely modern website, communication platform, answering service and mailing address are very crucial in driving organizational success; and it is equally important in providing foundation for sound business practices in a developing economy context such as Nigeria where availability of critical facilities like telecommunication services are not yet reliable.

Recommendations

In view of the findings of this research, the following recommendations are put forward: -

1. Since virtual office drivers have positive and significant influence on organizational success, virtual organizations operating in Nigeria should consider investing more efforts and resources in ensuring that the components of virtual office drivers like modern website, communication platforms, answering service and mailing address are up to standard and available at any time.
2. Considering the fact that virtual office operations depend heavily on electric power supply to be effective and the epileptic nature of Nigeria's electric power supply, virtual organizations should individually or collectively install or make provision for more reliable power generators such as solar electric panels and wind mill to guarantee stable power supply.
3. Virtual office providers should have competent and effective personnels on hand that can instantly fix any technical hitch or problem that may arise in the middle of their operations to avoid disruption that may be costly since virtual office operations is a 24/7 affairs considering world time differences.

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