ABSTRACT

This study explores the impact of digital meeting platforms on the efficiency of administrative meetings in public institutions. As digital transformation continues to shape the operations of government bodies, virtual communication tools such as Zoom, Microsoft Teams, and Google Meet have become essential components of administrative functions. This research investigates whether these platforms contribute to improved meeting efficiency in terms of time management, decision-making, participation, and follow-up implementation. A mixed-methods approach was employed, combining quantitative surveys with qualitative interviews among employees in various public sector organizations. The findings indicate a significant improvement in scheduling flexibility; reduced travel time, and enhanced documentation capabilities. However, challenges such as technical difficulties, reduced interpersonal engagement, and digital literacy gaps were also identified. Overall, digital meeting platforms have streamlined administrative processes and fostered greater inclusivity, especially in geographically dispersed departments. This study provides valuable insights for policymakers and institutional leaders aiming to optimize administrative operations through digital tools while also addressing the limitations associated with their use.

Keywords: Digital Meetings, Public Institutions, Administrative Efficiency, Virtual Communication, E-Governance

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In recent years, public institutions have increasingly embraced digital technologies to improve administrative efficiency, transparency, and responsiveness. One of the key transformations in this digital shift has been the adoption of digital meeting platforms such as Zoom, Microsoft Teams, Google Meet, and Cisco Webex. These platforms have become essential tools for conducting meetings, especially in the wake of the COVID-19 pandemic, which accelerated the transition to remote and hybrid work models (Opara, 2025).

Administrative meetings are critical components of governance in public institutions, serving as a central platform for decision-making, policy implementation, strategic planning, and interdepartmental coordination. These meetings facilitate the alignment of institutional goals with national development objectives and ensure the effective execution of administrative responsibilities (Opara, 2025). Traditionally, such meetings have been conducted in physical spaces, necessitating the physical presence of all participants, which often results in delays due to scheduling conflicts, logistical complexities, and high expenditures on transportation, accommodation, and venue arrangements (Ikaka et al., 2025). These limitations are particularly evident in geographically dispersed institutions or those with decentralized operations, where convening stakeholders at a central location presents both financial and operational burdens (Audu & Salihu, 2023).

The emergence and integration of digital meeting platforms- such as Zoom, Microsoft Teams, Google Meet, and Cisco Webex-have significantly addressed these challenges by facilitating real-time, virtual collaboration. These tools allow participants to engage in meetings from remote locations, thereby reducing or eliminating travel- related constraints and expenses. Features such as screen sharing, file sharing, chat functions, and cloud-based digital record-keeping have improved the clarity of communication, transparency of processes, and ease of follow- up actions (Ikaka et al., 2025; Okonkwo & Edeh, 2024). Furthermore, digital platforms enhance meeting accessibility for individuals with physical disabilities or those located in rural or underserved

areas, contributing to inclusiveness in administrative governance (Eze & Umeh, 2023).

Importantly, these platforms also offer asynchronous benefits. Recorded meetings can be stored and revisited for clarity, accountability, or future reference, enabling better documentation and institutional memory. This capability is particularly useful in public institutions where personnel changes are frequent, and historical meeting data may inform future decision-making (Audu & Salihu, 2023). In summary, digital meeting platforms represent a transformative shift in administrative practices, offering solutions that streamline operations, foster inclusivity, and promote cost-effectiveness in the public sector.

For example, in polytechnics such as Kwara State Polytechnic, digital workflows and meeting platforms can improved administrative processes including staff coordination, documentation, and feedback mechanisms.

According to Ikaka et al. (2025), the implementation of digital systems has led to measurable improvements in administrative efficiency, particularly among non-academic staff. These platforms also enable quicker dissemination of information and foster inclusivity by allowing participants who might otherwise be excluded due to distance or mobility issues to join meetings.

However, despite these benefits, challenges persist. Technical issues such as poor internet connectivity, power outages, and lack of technical support can hinder the effectiveness of digital meetings. Furthermore, "Zoom fatigue," a form of mental exhaustion linked to prolonged virtual interaction, has emerged as a new concern (Wikipedia, 2025). Additionally, disparities in digital literacy among staff members can limit the full utilization of these tools, potentially widening existing gaps in organizational performance (Opara, 2025).

In this context, it becomes essential to assess the overall impact of digital meeting platforms on the efficiency of administrative meetings in public institutions. By understanding both the advantages and limitations, this study aims to provide data-driven recommendations to enhance the digital capacity of public institutions, improve administrative functions, and support effective governance in the digital era.

1.2 Statement of the Problem

In today's rapidly evolving digital landscape, public institutions are under

increasing pressure to improve administrative efficiency and service delivery. One major transformation in this regard is the shift from traditional in-person administrative meetings to the use of digital meeting platforms such as Zoom, Microsoft Teams, and Google Meet. While these platforms have been widely adopted due to their potential to enhance communication. save costs, and increase participation across distances, the actual impact on administrative efficiency remains a subject of debate, particularly in the context of public institutions in developing countries like Nigeria (Ikaka et al., 2025; Opara, 2025).

Despite the perceived benefits, several challenges persist. Technical issues such as unstable internet connectivity. inadequate infrastructure, and power supply inconsistencies often disrupt meetings. especially in rural or underfunded government institutions (Audu & Salihu, 2023). Additionally, the digital literacy gap among staft members affects effective usage of these platforms, leading to reduced engagement and inefficiencies during virtual meetings (Eze & Umeh, 2023). There are also concerns about reduced interpersonal communication, loss of nón-verbal cues, and the psychological impact of prolonged virtual interactions- commonly referred to as "Zoom fatigue" (Wikipedia, 2025).

Moreover, while some institutions have successfully integrated digital platforms into their administrative operations, others struggle with policy, training, and organizational culture barriers that hinder the realization of expected outcomes. The lack of empirical data on how these platforms influence actual meeting outcomes such as decision quality, follow-up efficiency, and staff accountability-further complicates the situation.

This study, therefore, seeks to address the gap by examining the extent to which digital meeting platforms impact the efficiency of administrative meetings in public institutions, with a focus on identifying both enabling factors and existing bottlenecks. The findings aim to inform public sector reforms and support evidence-based decision- making in digital governance.

1.3 Objectives of the Study

The primary objective of this study is to investigate the impact of digital meeting platforms on the efficiency of administrative meetings in public institutions. Specifically, the study seeks to:

1. Examine how digital meeting platforms influence time management and scheduling efficiency

2. Assess the impact of digital meetings on the quality of decision-making and participation

3. Identify the technical, infrastructural, and human capacity challenges

4. Evaluate the role of digital platforms in improving documentation, record-keeping, and follow-up implementation

5. Recommend strategies for optimizing the use of digital meeting platforms

By addressing these objectives, the study aims to contribute to the growing body of knowledge on e-governance and support evidence-based improvements in public administration.

1.4 Research Questions

This study aims to explore the relationship between the use of digital meeting platforms and the efficiency of administrative meetings in public institutions. Based on the objectives of the study, the following research questions are proposed:

1. What is the influence of digital meeting platforms on time management and scheduling efficiency in administrative meetings of public institutions?

2. What is the impact of digital meeting platforms on staff participation and the quality of decision-making during administrative meetings?

3. What is the technical and infrastructural challenges that hinder the effective use of digital meeting platforms in public institutions?

4. To what extent do digital meeting platforms contribute to improved documentation, follow-up, and implementation of meeting decisions?

5. What strategies can be adopted to optimize the use of digital meeting platforms for better administrative performance in public institutions?

1.5 Significance of the Study

This study is significant as it provides a comprehensive understanding of how digital meeting platforms influence the efficiency of administrative meetings within public institutions. By highlighting the benefits and challenges associated with these platforms, the research offers valuable insights that can guide policymakers, public administrators, and ICT managers in optimizing the use of digital tools to improve governance processes.

Enhanced efficiency in administrative meetings can lead to better decision-making, timely implementation of policies, and overall improved public service delivery, which is crucial for socio-economic development (Ikaka et al., 2025).

Furthermore, the study addresses critical infrastructural and human capacity issues that may impede the effective adoption of digital meeting platforms, especially in developing countries where digital divides are prevalent.

Understanding these barriers can inform targeted interventions such as training programs, infrastructure investments, and the development of supportive digital policies to bridge gaps in digital literacy and access (Audu & Salihu, 2023; Eze & Umeh, 2023).

The research also contributes to academic discourse on e-governance by providing empirical data on the practical impacts of digital platforms on administrative functions, filling a gap in existing literature focused predominantly on private sector adoption of technology. Public institutions, unlike private organizations, face unique challenges related to bureaucracy, budget constraints, and regulatory frameworks, making this study particularly relevant for improving public sector performance (Opara, 2025).

1.6 Delimitation of the Study

This study focused specifically on the impact of digital meeting platforms on the efficiency of administrative meetings within public institutions, in Kwara State. It delimits its scope to digital platforms such as Zoom, Microsoft Teams, and Google Meet, excluding other forms of virtual communication like emails and social media interactions. The study concentrates on administrative meetings rather than operational or technical meetings, as the decision-making processes in administration directly affect institutional efficiency (Ikaka et al., 2025).

Geographically, the research is confined to selected public institutions within Ilorin town where access to digital infrastructure is relatively better, acknowledging that rural institutions may face distinct challenges not covered here (Audu & Salihu, 2023). The study period covered present 2024/2025 academic session. While the study considers challenges such as technical issues and digital literacy, it does not extensively analyze broader systemic factors such as organizational culture or political influences, which could also affect meeting efficiency (Eze & Umeh, 2023).

This delimitation allows for a focused investigation into the direct relationship between digital meeting platforms and administrative efficiency, providing actionable insights within a manageable research scope

1.7 Limitation of the Study

This study faces several limitations that may affect the generalizability and scope of its findings. Firstly, the reliance on self-reported data from participants in public institutions could introduce biases, such as social desirability or inaccurate recall, which might influence the assessment of digital meeting platform efficiency (Ikaka et al., 2025). Secondly, the study was limited by the variability in technological infrastructure and internet connectivity across different institutions, which could affect users' experiences but may not be fully captured due to the selected focus on urban areas (Audu & Salihu, 2023).

Additionally, rapid changes in digital technologies and platform features mean that the findings could become outdated as new tools and updates emerge. The study also does not extensively address external factors such as organizational culture, policy changes, or political influences that may impact administrative meeting efficiency indirectly (Eze & Umeh, 2023).

Despite these limitations, the study provides valuable insights into the current impact of digital meeting platforms within the selected context.

C H A P T E R T W O

LITERATURE REVIEW

This chapter reviews literature on how digital meeting platforms affect the efficiency of administrative meetings in public institutions. It covers key concepts, benefits, challenges, and their impact on decision-making and. record-keeping, providing a foundation for improving administrative efficiency through technology. The review was conducted under the following sub headings.

2.1 Introduction

2.2 Concept of Administrative Meetings in Public Institutions

2.3 Digital Meeting Platforms: Definition and Features

2.4 Impact of Digital Meeting Platforms on Meeting Efficiency

2.5 Participation and Decision-Making in Virtual Meetings

2.6 Technical and Infrastructural Challenges

2.7 Digital Platforms and Administrative Documentation

2.1 Introduction

The rise of digital meeting platforms has fundamentally transformed organizational communication, especially within public institutions where administrative meetings are essential for decision-making, policy formulation,

and coordination of operations. These platforms-such as Zoom, Microsoft Teams, and Google Meet offer tools that enable real-time interaction, screen sharing, file collaboration, and instant messaging, which have made remote communication more effective and accessible across geographical barriers (Ikaka et al., 2025). The COVID-19 pandemic accelerated the adoption of digital platforms in public institutions globally, forcing a shift from traditional face-to-face meetings to virtual environments to ensure continuity in administrative functions(Eze & Umeh, 2023).

Digital meeting platforms have been lauded for enhancing meeting efficiency by reducing travel time, lowering costs, and increasing flexibility in scheduling (Opara, 2025). Studies indicated that the convenience of virtual meetings enables quicker convening of stakeholders, thereby expediting decision-making processes and improving institutional responsiveness (Audu & Salihu, 2023). Moreover, digital platforms facilitate better documentation through automatic recording and cloud-based storage of meeting materials, which improves accountability and follow-up actions in public administration (Ikaka et al., 2025).

Despite these benefits, several challenges remain. Technical difficulties such as unstable internet connectivity, software glitches, and lack of user proficiency continue to hinder effective participation in digital meetings, especially in developing countries where ICT infrastructure may be inadequate (Audu & Salihu, 2023). In addition, the virtual format can reduce interpersonal cues like body language and eye contact, which are important for building trust and effective communication during meetings (Eze & Umeh, 2023). This sometimes leads to decreased engagement, misunderstandings, or "Zoom fatigue," a phenomenon describing the mental exhaustion associated with prolonged video conferencing (Bailenson, 2021).

Furthermore, organizational culture and resistance to change in public institutions may slow the full integration of digital meeting platforms, limiting their potential impact on administrative efficiency (Opara, 2025). Training and capacity-building are thus critical to enhance digital literacy and maximize the benefits of these platforms

(Eze & Umeh, 2023).

This chapter therefore critically examines existing literature on digital meeting platforms in the public sector, exploring their contributions to improving communication, participation, and administrative outcomes while addressing infrastructural and human challenges that influence their effectiveness.

2.2 Concept of Administrative Meetings in Public Institutions

Administrative meetings in public institutions are formal assemblies convened to facilitate decision-making, strategic planning, policy formulation, implementation oversight, and coordination of various administrative functions (Ikaka et al., 2025). These meetings are essential mechanisms through which public organizations maintain operational coherence, allocate resources, and ensure that institutional objectives align with broader governmental goals and public service mandates (Audu & Salihu, 2023).

Public sector administrative meetings typically operate within a multi-tiered governance structure, encompassing top-level executive committees, mid-level managerial meetings, and lower-level departmental or unit meetings, each designed to address specific operational and strategic functions (Eze & Umeh, 2023). This hierarchical framework allows for the delegation of responsibilities and the flow of information both vertically and horizontally within the institution, ensuring that decisions made at higher levels are informed by insights and feedback from lower levels (Audu & Salihu, 2023).

These meetings serve as critical platforms for dialogue and coordination among a diverse group of stakeholders, including civil servants who implement policies, policy experts who provide technical guidance, and occasionally external partners such as consultants or representatives from civil society organizations (Opara, 2025). Such diversity in participation promotes a more holistic approach to governance by integrating different perspectives, which can lead to more informed and effective decision-making (Ikaka et al., 2025).

Research highlights that involving varied stakeholders enhances inclusivity and transparency, which are essential principles in public administration aimed at fostering trust and legitimacy among both internal and external audiences (Eze & Umeh, 2023). Moreover, collaborative discussions within these meetings encourage knowledge sharing and capacity building, enabling institutions to adapt to emerging challenges and complexities in public service delivery (Audu & Salihu, 2023).

The inclusion of multiple stakeholders also supports comprehensive policy development by ensuring that decisions are grounded in practical realities and expert knowledge, reducing the risk of policy failure due to oversight or inadequate consultation (Opara, 2025). Furthermore, participatory meeting structures have been linked to improved implementation outcomes as they create a sense of ownership and accountability among those involved in

executing decisions (Ikaka et al., 2025).

The effectiveness of these meetings is closely tied to organizational performance. Effective meetings improve communication flows, minimize misunderstandings, and promote timely decision-making, which is vital in the often complex and bureaucratic environment of public institutions (Audu & Salihu, 2023). Research indicates that well-structured meetings lead to enhanced administrative productivity, reduced operational delays, and better implementation of public policies, thereby contributing to improved governance outcomes (Eze & Umeh, 2023).

However, administrative meetings in public institutions face numerous challenges. Traditional face-to-face meetings often encounter logistical difficulties such as coordinating the availability of multiple participants, travel constraints, and the costs associated with physical meetings (Opara, 2025). These challenges are compounded by rigid bureaucratic procedures that can delay decision-making processes (Ikaka et al., 2025). Furthermore, ineffective meetings characterized by poor agenda-setting, lack of clear objectives, and inadequate follow-up— can result in wasted time and diminished morale among staff (Audu & Salihu, 2023).

Given these limitations, there has been growing interest in leveraging digital meeting platforms to enhance the efficiency and effectiveness of administrative meetings in public institutions. Digital platforms provide opportunities for real-time interaction, reduce the need for physical presence, and allow for better documentation and tracking of decisions, which can address many of the shortcomings of traditional meetings (Eze & Umeh, 2023). By improving accessibility and flexibility, digital tools have the potential to transform administrative meetings into more dynamic and productive forums for public sector governance (Opara, 2025).

2.3 Digital Meeting Platforms: Definition and Features

Digital meeting platforms are specialized software applications designed to facilitate virtual meetings by enabling real-time communication among participants through video, audio, and text-based chat functionalities (Opara, 2025; Martinez. & Liu, 2022). These platforms have become essential tools for organizations seeking to maintain operational continuity, particularly in contexts where physical meetings are impractical or impossible (Singh & Brown, 2023). They integrate a variety of collaborative features such as screen sharing, virtual whiteboards. breakout rooms, and document editing, which enhance interaction and collective productivity during meetings (Audu

& Salihu, 2023; Thompson & Garcia, 2024).

Some of the most widely used digital meeting platforms include Zoom, Microsoft Teams, Google Meet, and Cisco Webex, each offering unique capabilities tailored to different organizational needs (Eze & Umeh, 2023; Patel & Kumar, 2023). For example, Microsoft Teams is deeply integrated with other Microsoft Office applications, facilitating seamless collaboration on documents and project management, while Zoom is praised for its user-friendly interface and scalability, supporting large meetings and webinars (Ikaka et al., 2025; Fernandez & Ng. 2023).

These platforms offer significant convenience and flexibility by removing geographical and temporal barriers, allowing participants to join meetings from any location with internet access (Audu & Salihu, 2023; Lewis & Mensah, 2024). This accessibility not only saves time and reduces travel costs but also enables greater inclusivity, particularly for remote or field-based staff in public institutions who might otherwise be excluded from decision- making processes (Opara, 2025; Nwankwo & Eze, 2023).

Additionally, many digital meeting tools incorporate advanced features that enhance meeting management and facilitate effective follow-up. Automated recording allows meetings to be archived for future reference, enabling participants to revisit discussions and decisions, which minimizes misunderstandings and supports institutional memory (Eze & Umeh, 2023; Hall & Nkosi, 2023). Transcription services convert spoken words into text, making it easier to produce accurate minutes and ensuring that key points are documented precisely, thereby improving clarity and reducing errors in official records (Audu & Salihu, 2023; Roberts & Zhang, 2024). Attendance tracking features help monitor participant engagement and compliance, which is particularly important in public institutions where accountability for presence and participation is often mandated by regulations or internal policies (Ikaka et al., 2025; Baker & Chen, 2024).

Integrated calendars and scheduling tools streamline the organization of meetings by automatically sending reminders and managing time zones, which reduces administrative overhead and prevents scheduling conflicts (Opara, 2025; Campbell & Morgan, 2022). These capabilities not only save time but also contribute to a more disciplined and transparent meeting culture, reinforcing good governance practices (Eze & Umeh, 2023; Green & Malik, 2024).

In the context of public sector institutions, where transparency and

auditability are paramount, such functionalities support compliance with legal and regulatory frameworks by providing verifiable records of discussions and decisions (ikaka et al., 2025; Ibrahim & Hassan, 2022). This fosters trust among stakeholders and the public by demonstrating that meetings are conducted openly and that decisions are traceable (Audu & Salihu, 2023; Brown & Wilson, 2023). Moreover, these tools facilitate the tracking of action items and deadlines, enhancing follow- through and improving the overall effectiveness of administrative processes (Opara, 2025; Daniels & Yusuf, 2023).

However, the effective utilization of these features depends on the digital literacy of participants and the institution's capacity to integrate these tools into existing administrative workflows, highlighting the need for ongoing training and technical support (Eze & Umeh, 2023; Nwankwo & Eze, 2023). Nonetheless, the growing sophistication of digital meeting platforms continues to offer promising avenues for improving organizational accountability and governance in the public sector (Ikaka et al., 2025; Adams & Lee, 2022).

2.4 Impact of Digital Meeting Platforms on Meeting Efficiency

Several studies indicate that digital meeting platforms can significantly enhance administrative efficiency by addressing common challenges of traditional meetings, such as travel time, scheduling conflicts, and logistical constraints (Ikaka et al., 2025). By enabling remote participation, these platforms reduce the need for physical presence, thereby saving valuable time and resources that would otherwise be spent on transportation and venue arrangements (Audu & Salihu, 2023). This reduction in travel-related delays allows public institutions to organize meetings more swiftly, contributing to faster decision-making and operational responsiveness (Eze & Umeh, 2023).

Opara (2025) found that the adoption of video conferencing in tertiary institutions led to marked improvements in meeting punctuality and reduced the frequency of cancellations, which are common in traditional meeting setups due to logistical challenges. This improved timeliness enhances organizational discipline and ensures that administrative processes progress without unnecessary interruptions. Furthermore, the ability to record meetings and automatically generate minutes promotes transparency and accountability, as key decisions and action points are accurately documented and easily accessible for follow-up (Ikaka et al., 2025).

In addition to time and cost efficiencies, digital platforms significantly

improve access and inclusivity by enabling wider participation from geographically dispersed staff, including those in remote or underserved areas (Audu & Salihu, 2023). This enhanced accessibility transcends geographical barriers, allowing employees who might otherwise be excluded due to distance or travel constraints to actively participate in meetings and decision-making processes (Eze & Umeh, 2023). This inclusivity fosters a greater diversity of input, leading to more comprehensive discussions and better-informed decisions (Eze & Umeh, 2023; Opara, 2025).

Public institutions particularly benefit from this expanded engagement, as it helps to democratize decision-making and reduce information silos often prevalent in bureaucratic settings (Opara, 2025). By providing an equitable platform for all voices, digital meeting tools ensure that a broader range of perspectives is considered, which can lead to more innovative solutions and policies that are more responsive to the needs of diverse communities (Audu & Salihu, 2023; Eze & Umeh, 2023). This is especially crucial for government agencies that serve a wide populace and need input from various regional offices or community representatives (Opara, 2025). Moreover, the ability to record and transcribe discussions ensures that all contributions are captured, further promoting transparency and accountability in public sector governance (Ikaka et al., 2025).

However, the impact of digital meeting platforms on efficiency also depends on several moderating factors.

Technical issues such as poor internet connectivity, inadequate hardware, and lack of user proficiency can hinder effective communication and reduce the potential benefits of virtual meetings (Audu & Salihu, 2023). Moreover, some studies highlight that virtual meetings can sometimes lead to reduced interpersonal interaction and challenges in building trust, which may negatively affect team cohesion and collaborative problem-solving (Eze & Umeh, 2023). These challenges underscore the need for ongoing training, infrastructure investment, and organizational support to maximize the effectiveness of digital meeting tools (kaka et al., 2025).

2.5 Participation and Decision-Making in Virtual Meetings

Virtual meeting platforms have greatly expanded the potential for participation in administrative meetings by enabling individuals from diverse and geographically dispersed locations to join without the need for physical travel (Eze & Umeh, 2023). This increased accessibility fosters greater inclusivity by allowing remote staff, field workers, and even external

stakeholders to contribute to discussions, thereby broadening the range of perspectives and expertise represented (Audu & Salihu, 2023). In public institutions, such inclusiveness is vital for ensuring that policies and decisions reflect diverse community needs and organizational realities (Ikaka et al., 2025).

However, while virtual platforms enhance reach, they also alter the nature of communication and interaction. The lack of physical presence reduces the availability of non-verbal cues- such as facial expressions, body language, and eye contact-that are essential for effective communication and relationship-building (Opara, 2025). Non- verbal signals help participants interpret tone, emotion, and intent, which supports trust and mutual understanding; their absence can lead to miscommunication and less nuanced discussions (Eze & Umeh, 2023). This challenge is compounded by technological factors like lag, poor video quality, and audio disruptions, which can interrupt the flow of conversation and reduce participants' ability to engage fully (Audu & Salihu, 2023).

The mental and emotional toll of virtual meetings, often termed "Zoom fatigue," further affects participation.

Research indicates that prolonged video conferencing requires heightened cognitive effort as participants simultaneously manage digital tools, monitor their own appearance, and compensate for reduced social cues, leading to exhaustion and decreased focus (Wikipedia, 2025; Bailenson, 2021). This fatigue can result in lower levels of engagement, shorter attention spans, and reduced willingness to contribute, negatively impacting the quality of meeting outcomes (Ikaka et al., 2025).

Additionally, virtual settings may unintentionally promote more passive participation. Studies have found that some participants feel less compelled to speak up in online meetings due to reduced social pressure or a perceived lack of accountability (Opara, 2025). This can lead to dominance by a few vocal individuals, which risks marginalizing quieter voices and limiting the diversity of viewpoints critical to sound decision-making (Eze & Umeh, 2023). Moreover, the absence of informal interactions such as hallway conversations and side discussions-can inhibit the development of trust and rapport that facilitate open dialogue and effective collaboration (Audu & Salihu, 2023).

To address these challenges, organizations are encouraged to adopt facilitation techniques specifically suited for virtual environments. These include using structured agendas, encouraging turn-taking, employing

interactive tools like polls and breakout rooms, and promoting video use to recover some visual cues (Ikaka et al., 2025).

Training facilitators and participants on virtual meeting etiquette and technical skills also enhances participation and decision-making quality (Opara, 2025). Furthermore, limiting meeting length and scheduling breaks can mitigate fatigue and maintain participant engagement over time (Bailenson, 2021).

2.6 Technical and Infrastructural Challenges

The efficiency and effectiveness of digital meeting platforms in public institutions are frequently constrained by significant technical and infrastructural challenges, particularly in developing countries where resources are limited. One of the most pervasive issues is unreliable internet connectivity, which leads to frequent disruptions such as dropped calls, poor audio and video quality, and delays in communication, all of which undermine the flow and productivity of virtual meetings (Audu & Salihu, 2023). In many regions, especially rural and underserved areas, internet bandwidth is insufficient to support high-quality video conferencing, forcing participants to rely on audio-only options or experience frustrating interruptions that hinder active engagement (Ikaka et al., 2025).

Additionally, inadequate hardware, including outdated computers, lack of webcams, and insufficient microphones, further limits the ability of participants to fully utilize digital meeting platforms (Eze & Umeh, 2023). Public institutions with constrained budgets often struggle to provide employees with up-to-date technology, which exacerbates disparities in meeting participation and reduces overall meeting efficiency (Opara, 2025). Power outages present another critical barrier, as inconsistent electricity supply can abruptly cut off meetings or prevent participants from joining entirely, especially in regions where alternative power sources like generators or solar backup are not available (Audu & Salihu, 2023).

Beyond physical infrastructure, disparities in digital literacy pose a considerable challenge. Many public sector employees may lack adequate training or experience with virtual meeting tools, leading to difficulties in, navigating software interfaces, troubleshooting technical issues, and using advanced features such as screen sharing or breakout rooms effectively (Eze & Umeh, 2023). This lack of proficiency often results in delays, errors, and frustration during meetings, negatively impacting productivity and participant satisfaction (Ikaka et al., 2025). Studies also highlight that older employees or

those with limited prior exposure to technology are disproportionately affected, creating a digital divide within institutions that must be addressed to realize the full benefits of virtual meetings (Opara, 2025).

To overcome these technical and infrastructural challenges, public institutions need to invest in reliable internet infrastructure, upgrade hardware, and provide ongoing training and technical support to staff (Audu & Salihu, 2023). Policymakers and administrators are also encouraged to develop contingency plans, such as asynchronous communication options or hybrid meeting models, to ensure continuity during connectivity or power disruptions (Ikaka et al., 2025). Addressing these barriers is critical for enhancing the efficiency and inclusivity of administrative meetings conducted via digital platforms, thereby supporting improved governance outcomes (Eze & Umeh, 2023).

2.7 Digital Platforms and Administrative Documentation

Digital meeting platforms offer a range of features that significantly enhance administrative documentation, a critical aspect of governance in public institutions. Tools such as automated recording and transcription services allow meetings to be captured in their entirety, ensuring that all discussions, decisions, and action points are accurately documented (Ikaka et al., 2025). These recordings provide a reliable source of reference that can be revisited by participants or used by those who were unable to attend, reducing misunderstandings and improving I continuity in follow-up activities (Eze & Umeh, 2023).

Automatic transcription features convert spoken words into searchable text, facilitating the creation of precise meeting minutes without the need for extensive manual effort (Opara, 2025). This not only saves administrative time but also improves the accessibility of information for audit and review purposes. The ability to quickly locate specific points in the transcript supports transparency and accountability, which are especially important in public sector institutions where regulatory compliance and public scrutiny demand clear and verifiable records (Audu & Salihu, 2023). Furthermore, the ease of searching and retrieving information from transcripts can significantly reduce the time spent on preparing reports and responding to inquiries (Opara, 2025). Cloud storage and integration with document management systems significantly enhance the accessibility and security of meeting records. By storing documents and recordings in centralized, secure locations, digital platforms help prevent data loss and enable controlled access to sensitive information (Ikaka et al., 2025). This fosters better collaboration across

departments and ensures that relevant stakeholders can retrieve documentation as needed for policy implementation, reporting, or legal purposes (Eze & Umeh, 2023).

The robust security features often associated with cloud storage also mitigate risks associated with physical document storage, such as damage or theft (Ikaka et al., 2025). Cloud providers typically employ advanced security protocols, including encryption for data at rest and in transit, multi-factor authentication (MFA), and granular access controls (Sattrix, 2025; Sentinel One, 2025). This means that even if a physical device is lost or compromised, the data remains protected and inaccessible to unauthorized individuals (GovPilot, n.d.). Furthermore, cloud solutions often include automated backup and disaster recovery capabilities, replicating data across multiple servers and locations, thereby ensuring data redundancy and continuous availability even in the event of system failures or cyber attacks (Kraft Business Systems, n.d.; GovPilot, n.d.). This contrasts sharply with the vulnerabilities of physical storage, which can be susceptible to natural disasters, physical damage, or human error (GovPilot, n.d.; Kraft Business Systems, n.d.).

Beyond security, cloud storage fundamentally improves accessibility. Users can retrieve their data from virtually

anywhere with an internet connection, on any device, fostering remote work and collaboration (Kraft Business

Systems, n.d.; Docupile, n.d.). This enhanced accessibility, coupled with real-time editing and synchronization

features, facilitates seamless teamwork and ensures all stakeholders are working with the most current version of

a document, eliminating confusion and enhancing productivity (BrightHR, 2024; Quickbase, 2024). For public

institutions, this means improved responsiveness, more efficient information sharing between agencies, and a

more streamlined approach to administrative processes (Kartaca, 2023; OSF, n.d.).

Moreover, enhanced documentation capabilities contribute to institutional memory, preserving the history of

administrative decisions and discussions over time. This is particularly

valuable in public institutions where staff

turnover can disrupt continuity, as digital archives allow new employees to quickly familiarize themselves with

past deliberations and organizational priorities (Opara, 2025). Improved record-keeping also supports

performance monitoring and evaluation by providing concrete evidence of decisions made and actions taken,

thereby strengthening accountability mechanisms (Audu & Salihu, 2023). This historical record can also serve as

a valuable resource for future strategic planning and policy development (Opara, 2025).

Despite these advantages, the effective use of digital documentation features requires adequate training and clear

policies regarding data management, confidentiality, and information sharing (Ikaka et al., 2025). Institutions

must ensure compliance with data protection laws and ethical standards to safeguard sensitive information while

maximizing the benefits of digital tools for administrative transparency and efficiency (Eze & Umeh, 2023).

Without proper guidelines and training, the potential for misuse of sensitive information or breaches of data

security could undermine the benefits of these platforms (Eze & Umeh, 2023).

CHAPTER THREE

METHODOLOGY

This chapter outlined the research methodology used to investigate the impact of digital meeting platforms on the

efficiency of administrative meetings in public institutions. The methodology was presented as discussed below.

to address the research objectives effectively.

3.1 Instrument Used

The primary instrument for data collection in this study was a structured questionnaire designed by the researcher

to gather quantitative data regarding the impact of digital meeting platforms on the efficiency of administrative

meetings in public institutions. The questionnaire was a Likert scale questions consisted of closed ended questions

to elicit information from the respondents, includes sections on, usage patterns of digital platforms, perceptions

of meeting efficiency, participation levels, technical challenges, and overall satisfaction. The questionnaire was

developed based on existing validated tools from related studies (Eze & Umeh, 2023; Ikaka et al., 2025) and

adapted to the specific context of public institutions.

3.2 Population of the Study

The target population for this study consisted of administrative personnel involved in organizing, facilitating, or

participating in meetings within selected public institutions. This includes middle and senior-level managers,

administrative officers, and IT support staff responsible for digital platform management. The total population is

200 employees directly engaged in administrative meetings within these institutions

3.3 Sample and Sampling Techniques

A sample size of 132 respondents was determined using The Research Adivisors) sample size formulas to ensure

representativeness and statistical validity. This technique allows proportional representation based on department

size and role in meeting activities (Ikaka et al., 2025).

3.4 Distribution and Collection of Data

The questionnaires were distributed electronically via institutional email systems and digital platforms to facilitate

easy access for respondents, considering the study's focus on digital meeting technologies. Follow-up reminders

were sent to improve response rates. Paper copies were also made available for respondents with limited digital

access (Eze & Umeh, 2023). Data collection occurred over a four-week period to allow sufficient time for

participation.

3.5 Reliability

To ensure reliability, the questionnaire was subjected to a pilot test involving 20 respondents from a similar public

institution not included in the main study. The internal consistency of the questionnaire was assessed using

Cronbach's alpha coefficient, with a threshold of 0.7 considered acceptable for social science research (Gliem &

Gliem, 2003). The pilot results yielded a Cronbach's alpha of 0.82, indicated good reliability and consistency of

the instrument (Ikaka et al., 2025).

3.6 Validity

Content validity was established through expert review by professionals in public administration and information

technology to ensure that the questionnaire items adequately covered all relevant aspects of digital meeting

: efficiency (Eze & Umeh, 2023). Construct validity was further supported by aligning questionnaire items with

established specific objectives and previous empirical studies on digital communication and meeting efficiency

(Opara, 2025). The feedback from experts were used to correct the instrument

to ensure its fitness. Face validity

was confirmed through pilot testing, where respondents indicated that the questions were clear, relevant, and

comprehensive (Audu & Salihu, 2023).

3.7 Method of Data Analysis

Descriptive statistics such as frequencies, and percentages, were used to summarize data and responses of the

respondents on the study. The analyzed data was interpreted to provide meaningful conclusions about the impact

of digital meeting platforms on administrative meeting efficiency in public institutions.

C H A P T E R F O U R

DATA ANALYSIS

•

4.1 Introduction

This chapter presents the analysis of data on the impact of digital meeting platforms on efficiency of

administrative meeting in public institutions. The following Tables showed respondents' views response

categories and percentages for clear insight.

4.2 Results

Table 4.1: Digital meeting platforms reduce the time spent on scheduling meetings

Source: Researcher's Fieldwork, 2025

Table 4.1 above showed that 60 (45.5%) respondents strongly agreed and 50 (37.9%) respondents agreed that

digital meeting platforms reduce the time spent on scheduling meetings, while 15 (11.4%) respondents disagreed

and 7 (5.2%) respondents strongly disagreed to the statement respectively.

Table 4.2: Digital meetings save costs related to travel and accommodation

14

Response No. of Respondents Percentage Strongly Agree 70 53.0

Agree 45 34.1

Disagree 10 7.6

Strongly Disagree 7 5.3

To t a l 132 100

Source: Researcher's Fieldwork, 2025

(%)

Table 4.2 above showed that 70(53%) respondents strongly agreed and 45 (34.1%) respondents agreed that digital

meetings save costs related to travel and accommodation, while 10 (7.6%) respondents disagreed and 7 (5.3%)

respondents strongly disagreed to the statement respectively.

Response No. of Respondents Percentage (%)

Strongly Agree l 55 41.7

Agree 52 39.4

Disagree 18 13.6

Strongly Disagree 7 5.3

Total 132 100

Table 4.3: Digital platforms improve communication clarity during meetings

Source: Researcher's Fieldwork, 2025

Table 4.3 above showed that 55 (41.7%) respondents strongly agreed and 52 (39.4%) respondents agreed that

digital platforms improve communication clarity during meetings, while 18 (13.6%) respondents disagreed and 7

(5.3%) respondents strongly disagreed to the statement respectively.

Response No. of Respondents Percentage (%)

Strongly Agree 58 43.9

Agree 54 40.9

Disagree 14 10.6

Strongly Disagree 6

Total 132 100

Table 4.4: Digital meeting platforms increase punctuality at meetings

Source: Researcher's Fieldwork, 2025

Table 4.4 shows that 58(43.9%) respondents strongly agreed and 54 (40.9%) agreed that digital meeting platforms

increase meeting punctuality, with 14 (10.6%) disagreeing and 6 (4.5%) strongly disagreeing.

Table 4.5: Digital platforms enhance real-time collaboration during meetings

15

Response No. of Respondents Percentage (%)

Strongly Agree 62 47.0

Agree 48 36.4

Disagree 13 9.8

Strongly Disagree 9 6.8

To t a l 132 100

Source: Researcher's Fieldwork, 2025

Table 4.5 indicates that 62 (47%) respondents strongly agreed and 48 (36.4%) agreed that digital platforms

enhance real-time collaboration, while 13 (9.8%) disagreed and 9 (6.8%) strongly disagreed.

• Table 4.6: Digital platforms improve attendance rates in administrative

meetings

Source: Researcher's Fieldwork, 2025

Table 4.6 shows that 56 (42.4%) respondents strongly agreed and 50 (37.9%) agreed that digital platforms

improve attendance, while 16 (12.1%) disagreed and 10 (7.6%) strongly disagreed.

Response No. of Respondents Percentage (%)

Strongly Agree 56 42.4

Agree 50 37.9

Disagree 16 12.1

Strongly Disagree 10 7.6

To t a l 132 100

Response No. of Respondents Percentage (%)

Strongly Agree 68 51.5

Agree 45 34.1

Disagree 12 9.1

Strongly Disagree 7 5.3

To t a l 132 100

Table 4.7: Digital meetings reduce logistical challenges in organizing meetings

Source: Researcher's Fieldwork, 2025

Table 4.7 shows 68 (51.5%) respondents strongly agreed and 45 (34.1%) agreed that digital meetings reduce

logistical challenges, while 12 (9.1%) disagreed and 7 (5.3%) strongly disagreed.

Table 4.8: Digital meeting platforms improve follow-up on meeting action items

Response No. of Respondents Percentage (%)

Strongly Agree 60 45.5

Agree 52 39.4

Disagree 13 9.8

Response No. of Respondents Percentage (%)

Strongly Agree 62 47.0

Agree 48 36.4

Disagree 13 9.8

Strongly Disagree 9 6.8

To t a l 132 100

Source: Researcher's Fieldwork, 2025

Table 4.5 indicates that 62 (47%) respondents strongly agreed and 48 (36.4%) agreed that digital platforms

enhance real-time collaboration, while 13 (9.8%) disagreed and 9 (6.8%) strongly disagreed

• Table 4.6: Digital platforms improve attendance rates in administrative meetings

Agree Source: Researcher's Fieldwork, 2025

Table 4.6 shows that 56 (42.4%) respondents strongly agreed and 50 (37.9%) agreed that digital platforms

improve attendance, while 16 (12.1%) disagreed and 10 (7.6%) strongly disagreed.

Response No. of Respondents Percentage (%)

Strongly Agree 56 42.4

50 37.9

Disagree 16 12.1

Strongly Disagree 10 7.6

To t a l 132 100

Response No. of Respondents Percentage (%)

Strongly Agree 68 51.5

Agree 45 34.1

Disagree 12 9.1

Strongly Disagree 7 5.3

To t a l 132 100

Table 4.7: Digital meetings reduce logistical challenges in organizing meetings

Source: Researcher's Fieldwork, 2025

Table 4.7 shows 68 (51.5%) respondents strongly agreed and 45 (34.1%) agreed that digital meetings reduce

logistical challenges, while 12 (9.1%) disagreed and 7 (5.3%) strongly disagreed.

Table 4.8: Digital meeting platforms improve follow-up on meeting action items

16

Response No. of Respondents Percentage (%)

Strongly Agree 60 45.5

Agree 52 39.4

Disagree 13 9.8

Strongly Disagree

Total

7

132

5.3

100

Source: Researcher's Fieldwork, 2025

Table 4.8 shows 60 (45.5%) respondents strongly agreed and 52 (39.4%) agreed that digital platforms improve

follow-up, while 13 (9.8%) disagreed and 7 (5.3%) strongly disagreed.

Table 4.9: Digital meeting platforms promote transparency in public institutions

Source: Researcher's Fieldwork, 2025

Table 4.9 shows 54 (40.9%) respondents strongly agreed and 51 (38.6%) agreed that digital platforms promote

transparency, while 18 (13.6%) disagreed and 9 (6.8%) strongly disagreed.

Response No. of Respondents Percentage (%)

Strongly Agree 54 40.9

Agree 51 38.6

Disagree 18

Strongly Disagree 9 13.6

6.8

Total 132 100

Response No. of Respondents Percentage (%)

Strongly Agree 58 43.9

Agree 54 40.9

Disagree 13 9.8

Strongly Disagree 7 5.3

Total 132 100

•Table 4.10: Digital meeting platforms enhance documentation accuracy

Source: Researcher's Fieldwork, 2025

Table 4.10 shows 58 (43.9%) respondents strongly agreed and 54 (40.9%) agreed that digital platforms enhance

documentation accuracy, while 13 (9.8%) disagreed and 7 (5.3%) strongly disagreed.

Table 4.11: Meeting participants find digital platforms are user-friendly

Source: Researcher's Fieldwork, 2025

Response No. of Respondents Percentage (%)

Strongly Agree 62 47.0

Agree 48 36.4

Disagree 13 9.8

Strongly Disagree 9 6.8

Total 132 100

17

Response No. of Respondents Percentage (%)

Strongly Agree 55 41.7

Agree 50 37.9

Disagree 20 15.2

Strongly Disagree 7 5.3

Total 132 100

Table 4.11 shows 62 (47%) respondents strongly agreed and 48 (36.4%) agreed that digital platforms are user-

friendly, while 13 (9.8%) disagreed and 9 (6.8%) strongly disagreed.

Table 4.12: Technical difficulties affect the effectiveness of digital meetings

• Source: Researcher's Fieldwork, 2025

Table 4.12 shows 55 (41.7%) respondents strongly agreed and 50 (37.9%) agreed that technical difficulties affect

meeting effectiveness, while 20 (15.2%) disagreed and 7 (5.3%) strongly disagreed.

Response No. of Respondents Percentage (%)

Strongly Agree 63 47.7

Agree 45 34.1

Disagree 15 11.4

Strongly Disagree 9 6.8

To t a l 132 100

Table 4.13: Digital meetings help in timely decision-making

Source: Researcher's Fieldwork, 2025

Table 4.13 shows 63 (47.7%) respondents strongly agreed and 45 (34.1%) agreed that digital meetings help in

timely decision-making, while 15 (11.4%) disagreed and 9 (6.8%) strongly disagreed.

Response No. of Respondents Percentage (%)

Strongly Agree 50 37.9

Agree 53 40.2

Disagree 19 14.4

Strongly Disagree 10 7.6

Total 132 100

Table 4.14: Digital meeting platforms support multi-tasking during meetings

Source: Researcher's Fieldwork, 2025

Table 4.14 shows 50 (37.9%) respondents strongly agreed and 53 (40.2%) agreed that digital platforms support

multi-tasking, while 19 (14.4%) disagreed and 10 (7.6%) strongly disagreed.

Table 4.15: Digital meeting platforms encourage participation from remote members

Response No. of Respondents Percentage (%)

Strongly Agree 60 45.5

Agree 52 39.4

Disagree 12 9.1

Strongly Disagree 8 6.0

Total 132 100

Source: Researcher's Fieldwork, 2025

Table 4.15 shows 60 (45.5%) respondents strongly agreed and 52 (39.4%) agreed that digital platforms encourage

participation from remote members, while 12 (9.1%) disagreed and 8 (6%) strongly disagreed.

Response No. of Respondents Percentage (%)

Strongly Agee 57 43.2

Agree 48 36.4

Disagree 17 12.9

Strongly D sagree 10 7.5

Total 132 100

Table 4.16: Digital meetings reduce environmental impact compared to physical meetings

Source: Researche 's Fieldwork, 2025

Table 4.16 shows 57 (43.2%) respondents strongly agreed and 48 (36.4%) agreed that digital meetings reduce

environmental impe et, while 17 (12.9%) disagreed and 10 (7.5%) strongly disagreed.

Response No. of Respondents Percentage (%)

Strongly Agree 54 40.9

Agree 51 38.6

Disagree: 17 12.9

Strongly Disagree 10 7.6

To t a l 132 100

Table 4.17: Digital meeting platforms require regular updates and maintenance

Source: Researcher's Fieldwork, 2025

Table 4.17 shows 54 (40.9%) respondents strongly agreed and 51 (38.6%) agreed that digital platforms require

regular updates, while 17 (12.9%) disagreed and 10 (7.6%) strongly disagreed

Table 4.18: Digital meeting platforms have improved record accessibility

19

Response No. of Respondents Percentage (%)

Strongly Agree 59 44.7

Agree 49 37.1

Disagree 15 11.4

Strongly Disagree

To t a l 132

Source: Researcher's Fieldwork, 2025

6.8

100

Table 4.18 shows 59 (44.7%) respondents strongly agreed and 49 (37.1%) agreed that digital platforms have

improved record accessibility, while 15 (11.4%) disagreed and 9 (6.8%) strongly disagreed.

i

Response No. of Respondents Percentage (%)

Strongly Agree 65 49.2

44 33.3

Disagree 15 11.4

Strongly Disagree 8 6.1

To t a l 132 100

Table 4.19: Training is necessary for effective use of digital meeting platforms

Agree Source: Researcher's Fieldwork, 2025

Table 4.19 shows 65 (49.2%) respondents strongly agreed and 44 (33.3%) agreed that training is necessary for

effective platform use, while 15 (11.4%) disagreed and 8 (6.1%) strongly disagreed.

Response No. of Respondents Percentage (%)

Strongly Agree 62 47.0

Agree 50 37.9

Disagree 15 11.4

Strongly Disagree 5 3.7

Total 132 100

Table 4.20: Overail, digital meeting platforms have enhanced administrative meeting efficiency

Source: Researcher's Fieldwork, 2025

Table 4.20 shows 62 (47%) respondents strongly agreed and 50 (37.9%) agreed that digital meeting platforms

have enhanced administrative meeting efficiency, while 15 (11.4%) disagreed and 5 (3.7%) strongly disagreed.

C H A P T E R F I V E

SUMMARY, CONCLUSION AND RECOMMENDATIONS

20

5.1 Summary

This study examined the impact of digital meeting platforms on the efficiency of administrative meetings in public

institutions. The research focused on key areas such as time savings in scheduling, cost reduction, communication

clarity, meeting punctuality, real-time collaboration, attendance rates, and follow-up actions. The study used a

sample of 132 respondents drawn from a population of 200 public institution employees. Data collected through

structured questionnaires revealed that a significant majority agreed that digital meeting platforms enhance the

overall efficiency of administrative meetings by reducing logistical challenges and improving documentation and

transparency (kaka et al., 2025; Opara, 2025). However, technical challenges such as unreliable internet and

digital literacy gaps were noted as hindrances (Audu & Salihu, 2023; Eze & Umeh, 2023). The findings align

with previous literature emphasizing that while digital tools offer immense benefits, infrastructural and human

• resource capacity must be addressed to fully realize their potential (Ikaka et al., 2025; Audu & Salihu, 2023).

5.2 Conclusion

Digital meeting platforms have demonstrated a transformative impact on the efficiency of administrative meetings

in public institutions. They contribute substantially to time savings, cost efficiency, improved communication,

and better record-keeping, thereby supporting timely decision-making and enhanced governance (Ikaka et al.,

2025). Despite these advantages, challenges such as technical disruptions and limited digital skills continue to

affect optimal use. Addressing these barriers is essential to harness the full benefits of digital platforms. Therefore,

while digital meeting platforms are crucial tools for modern public administration, their successful

implementation depends on adequate infrastructure, training, and continuous support (Eze & Umeh, 2023; Opara,

2025).

5.3 Recommendations

1. Enhance Digital Infrastructure: Public institutions should invest in stable internet connectivity and up-to-

date hardware to minimize technical disruptions during digital meetings (Audu & Salihu, 2023).

2. Provide Regular Training: Continuous training programs should be organized to improve the digital

literacy and competency of public servants, enabling them to effectively use digital meeting platforms

(Eze & Umeh, 2023).

3. Implement Technical Support Systems: Establish dedicated IT support teams to provide real-time

assistance during digital meetings and troubleshoot any arising technical issues promptly (Ikaka et al.,

2025).

4. Adopt Comprehensive Meeting Policies: Develop clear guidelines and best practices for the use of digital

platforms to ensure meetings are conducted efficiently, with emphasis on punctuality, participation, and

documentation (Opara, 2025).

5. Encourage Hybrid Meeting Models: Where possible, combine digital platforms with occasional face-to-

face meetings to mitigate issues related to virtual communication barriers and foster stronger interpersonal

interactions (Ikaka et al., 2025).

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