



## ROLE OF BUSINESS COMMUNICATION IN DECISION MAKING PROCESS: EVIDENCE FROM AIRTEL NIGERIA

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### Abstract

*Communication plays a vital role in the fulfilment of all marketing objectives, hence, understanding communication is essential since it is the basic process through which managers specifically and organizations in their entirety accomplish their set objectives culminating in their success. Today communication is an interactive dialogue between the company and its customers that takes place in all the stages of business; that is pre-selling, selling, consuming and post consuming. The study examines the effect of business communication in decision making process (evidence from Airtel Nigeria). A structured questionnaire was used to collect data from a sample of seventy eight (78) employees and agents/dealers of the Airtel Nigeria in Niger State. Data collected were analyzed using Statistical Package for Social Sciences (SPSS) software version 20.0. Hypotheses were tested using multiple regression analysis. The findings reveal that the four independent variables (modern communication technologies, communication methods, communication skills, proficiency of communication system) have significant relationship with decision making process in Airtel, Nigeria. Therefore, emphasis on communication and its related elements is very important for every organisation towards ensuring that its primary objective of making profit and increasing wealth and satisfaction of shareholders is attained. The study therefore recommends that business communication should be maintained and developed from four different perspectives; which are Modern Communication Technologies, Communication Methods, Communication skills and Proficiency of Communication System.*

**Keywords:** *Decision-making Process, Modern Communication Technologies, Communication Method, Communication Skills and Proficiency of Communication System.*



## 1. Introduction

Companies always ask not only how they can reach their customers, but also, how their customers can reach them. This shows the importance of communication between company and its customers. Today communication is an interactive dialogue between the company and its customers that takes place in all the stages that is, pre-selling, selling, consuming and post consuming. Communication plays a vital role in the fulfilment of all marketing objectives, hence, understanding communication is essential since it is the basic process through which managers specifically and organizations in their entirety accomplish their set objectives culminating in their success. Communication is a very crucial and significant element in an organization, and it is necessary for creating collaboration within the work environment that has effects on organizational performance and decision making. Without effective communication, organizational performance tends to suffer. From the results, it was noted that management styles and conflict in the work place are the biggest barriers to communication (Mukelabai, 2021). Communication is a process that is interactive by nature and participatory at all levels. This process is not necessarily two-way but omnidirectional diachronic, with an emphasis on the external and internal arenas of continuous meaning (Taylor *et al.*, 2018). Business communication is the process of sharing information between employees within and outside a company or a communication that takes place within the business environment and between superior and subordinates or between departments.

In a world where speed and adaptability can make or break a business, business organizations struggle to win and keep on winning (Cook, 2004). What separates the winners is the ability to make the best important decisions well-and then to make them happen. The key is not structure but rather an integrated organizational system. Decisions, if you cannot make them; you would not be an effective manager. It requires getting the right people focused on those decisions at the right time. That is true whether the decisions involve the largest issues that a company faces (what's our strategy?) or more tactical, day-to-day concerns (should we buy more components now or next month? Should we accept this customer's return?). Survival and long-term success will often depend on finding the right solution. To take the right decision is typically not a simple matter, as most decision problems are highly complex in nature. A key issue for all managers is how far they should share decisions with their team or colleagues (Adair, 2007). Integral to decision-making is the management and creation of shared meaning, focusing on the mastery of communication is inseparable from effective decision-making.

Communication is an important aspect of human existence. As long as life exists, the human race is perpetually seeking to be heard and understood. Communication is the lifeblood of every organization (Nelson, 2005). Communication is the specific process through which vital information moves and is exchanged throughout an organization. Information flows through both formal and informal structures and it flows downward, upward, and laterally (Schermerhorn *et al.* 2002). Today, more than ever before, communication plays a major role in how managers get important things done timely and in high quality ways. If they can communicate effectively, they can overcome many challenges (Durham *et al.* 2005). Effective workplace communication is a key to cultivation of success and professionalism (Canadian Centre for Communication, 2003). A company that communicates throughout the workplace in an effective manner is more likely to avoid problems with completing the daily procedures, and less likely to have a problem with improper occurrence and will generate a stronger morale and a more positive attitude towards work. When employees communicate effectively with each other, productivity will increase



because effective communication means less complains and more work getting done (Quilan, 2001). It removes confusion and frees up wasted time that would have been otherwise spent on explanation or argument (Fleming, 1999). It makes workplace more enjoyable, less anxiety among co-workers which in turn means positive attitude towards work and increased productivity (Makin, 2006; Taylerson, 2012). Furthermore, another aspect of communication that affects productivity is noise level. Noise has negative influence on communication, frustration levels increase while productivity decreases in relation to persistence and loudness of noise.

In the present time, Airtel Nigeria which, is considered as the 4<sup>th</sup> largest mobile operator in the world and one of the biggest in Nigeria, faces many challenges and threats that imposes on it deal thereby seriously impacting negatively on the business. As business grows more complex, its ability to act quickly and adapt to change can get stretched thin. It faces increasingly dynamic, complex and unpredictable environment where technology, the nature of competition, industry boundaries and the rules of the game are changing dramatically. It must deal with a playing field that has become global, while customers are separating into "micro segments". Data cascades into companies, at the risk of obscuring meaningful information. The need to control cost and increase efficiency coupled with increasing customer expectations mean that an effective communication is vital to succeed (Salaman and Asch, 2003).

A study found out that, managers spend 60% to 80% of their communication time holding meetings and interacting with customer and colleagues, (Dessler, 2004). Managers that do not develop and encourage the use of such processes give up optional competitive advantages, and may underutilize company's strengths. More than before, organizations need to promote communication skills to facilitate precise decisionmaking that keeps them competitive. Moreover, managers need to understand that the role of communication on decision-making is growing as the technological advance offers them more communication options. As access to technologies such as computer chat and videoconferencing increases, decision makers are choosing to use or to avoid these media without knowing the impact of their choices on their decisions (Vickery & Hein, 1999). Thus, it is clear, the role that business communication plays in decisionmaking and hence the effect on the success of the organization. So, the researcher is conducting this study on business communication and its role on decision-making, as a result of his awareness of the importance of this study in improving the process of decision-making in business organizations. Accordingly, I can say that the research problem is to identify to what extent the use of business communication can play a role in improving the decision making of business organizations.

Considering the statement of the problem, the following important questions are raised:

- i. To what extent do modern communication technologies (MCTs) affect decision-making process in business organization in Airtel Nigeria?
- ii. To what extent do communication methods affect decision-making process in business organization in Airtel Nigeria?
- iii. To what extent do communication skills affect decision-making process in Airtel Nigeria?
- iv. To what extent does proficiency of communication systems affect decision-making process in Airtel Nigeria?



The objective of this study is to identify to what extent the use of business communication can play a role in improving the decision making of business organizations. Specifically, the study is to measure the following:

- i. Examine the effect of Modern Communication Technologies (MCTs) on decision-making process in Airtel Nigeria.
- ii. Examine the effect of communication methods on decision-making process in Airtel Nigeria.
- iii. Examine the effect of communication skills on decision-making process in Airtel Nigeria.
- iv. Examine the effect of proficiency of communication systems in decision-making process in Airtel Nigeria.

In order to achieve the study objectives enumerated above, the following hypotheses are considered:

**H<sub>1</sub>:** There is significant effect of Modern Communications Technologies (MCTs) on decision-making process in Airtel Nigeria.

**H<sub>2</sub>:** There is significant effect of Communication Methods (CMs) on decision-making process in Airtel Nigeria.

**H<sub>3</sub>:** There is significant effect of Communications Skills (CSs) on decision-making process in Airtel Nigeria.

**H<sub>4</sub>:** There is significant effect of Proficiency of Communication System (PCSs) on decision-making process in Airtel Nigeria.

## 2. Empirical Literature and Theory

### 2.1 Review of Empirical Literature

Given the significance of communication in organizations, numerous studies have assessed the role of business communication in decision making process. For instance, Salihu (2015) examines the role of business communication in decision making process using First Bank Nigeria Limited Sokoto as a case study and found that business communication increase the efficiency and productivity through effective teamwork and effective decision-making. Similarly, El-Shikhdeeb (2008) found that business communication makes attaining information easier and motivates employees to participate with their ideas. In another study conducted by Mirjana and Aidin (2018) on the importance of communication in business management, postulated that effective communicator will lay out the positives and negatives of both options and gather everyone's opinions on the situation. This not only provides a majority decision but also a calm resolution to a problem. Furthermore, the ability to communicate effectively is an essential quality of a businessman. A study conducted by Sashko, Aleksandra and Gordana (2015) on business communication in function of improving the organizational culture of the company with a total of 282 examinees from the first ten of the top 200 organizations for 2013 in the Republic of Macedonia affirmed that business communication is inevitable in every working organization, for every individual employee and every individual communicating with the company. Most often, the daily conducted activities are done routinely and not a lot of attention is paid to them.

Holtzhausen and Zerfass (2015) posit that "the notion that communication can be controlled and regulated is now largely redundant" (2015, p. 7). This is why they reject the concept of linearity and argue that the question of "how do we get information from here to there" remains a valid question, "but more important is the question 'What happens to communication in that process and



how is meaning shaped and co-created?” They call upon a constitutive approach to communication to answer this question: “Whereas the transmission model focuses on how to get information from one point to another, constitutive communication focuses on the importance of communication to bring about actual change and action” (Holtzhausen & Zerfass, 2015). Mukelabai and Jackson (2021) studied effects of effective communication on organizational performance based on the systems. The result shows that effective communication is the make and break of any organization. Without effective communication, organizational performance tends to suffer. From the results, it was noted that management styles and conflict in the work place are the biggest barriers to communication. It was also established that effective communication has an effect on organizational performance. Taylor and Francis (2018) posit that considering modern strategy theory, we should no longer focus on strategic communication as a one-way process from the organization to audiences that presents, promotes and realizes organizational goals and strategy. Instead focus on the amalgam of ongoing communication processes in the context of strategy building, presenting, realizing, negotiating and rebuilding. In addition, two-way models that focus on conversations between participants in the communication process do not suffice. We have to embrace the idea that communication is a process that is interactive by nature and participatory at all levels. This does not necessarily make it a two-way conversational event, but instead omnidirectional and diachronic, with an emphasis on the internal and external arenas of meaning presentation, negotiation, construction, and reconstruction.

Bernard, John and Ullrich (2021) posit a series of recommendations for pandemic communications drawing on diverse disciplinary lenses. Effective government crisis communication relies on engagement. Enlisting a two-way communication process for ongoing public action and the speed and scale of government response is vital. The foundations of our proposed communications approach are public trust to harness public cooperation and sustain behaviours, underpinned by transparency and civic engagement.

To many employees, their work group is a primary source for social interaction. The communication that takes place within the group is a fundamental mechanism by which members show their frustrations and feeling of satisfaction, communication therefore, provides a release for the emotional expression of feelings and for fulfilment of social needs (Robbins, 1996). Finally, communication provides the relevant information that individuals or groups need to make decision by transmitting the facts to identify and evaluate alternative choices.

## **2.2 Theory underpinning the Study**

Communication is vital to organizational existence. All organizations are dependent on the many inputs of its managers, employees and even third parties or stakeholders. Many researches in organizational communication have been emphasizing the scaling up from communication between individuals (Micro) to the organization (Macro). An overview of sources suggests that organizational communication is a social process which provides contact and information exchange between both departments and units of organization and organization’s environment for the purpose of organization’s operation and accomplishment of its objectives. Specifically, members gather pertinent information about their organization and the changes occurring within it, they discuss critical organizational experiences to reach the goals of individuals, collective groups, and the organization (Kreps 1990; Shelby 1993; Miller, 2006). As a matter of fact a communication system of an organization is a number of related units that operate together to





create and shape organizational events, and information processing is the primary function of units (Shelby, 1993).

Thus, organization communication is a comprehensive and systematic treatment of measurable communication variables and relationships. It focuses on those interdependencies and interaction among and within subsystem through the act of communication, which serve the purpose of organization (Shelby, 1993). It covers decision making and conflicts management. It enables the creation and maintaining of organizational images, mission, and values as well as power and politics within organizations. It includes human interactions with technologies and studies how communication socializes and support employees and managers. It can be inferred that information is the vital resource which directs organizational activities and it is a communication system that can make gathering, interpretation, relation and availability of relevant information effective in organizations.

Organizations themselves comprise of smaller interconnected systems, called subsystem, such as technological, managerial, formal and informal communication subsystem, etc. Primary providers of relevant information are the two communication subsystem, internal and external, both of which being inseparable perform important distinct, yet interrelated functions in organizational processes. When communicating with its external environment, the organization coordinates its internal system elements. That is interacting with economic, political, legal, technological and cultural agents, negotiating with competitor, partners, clients, an enterprise will adopt its goals, develop a strong organizational structure, adjust its management style and regulates the organizational structure.

### **3. Methodology**

This section discusses the research design, method of data collection, population of the study, sample size and sample techniques and method of data analysis.

#### **3.1 Research Design**

Research design relates to the general approach adopted in executing a study, so as to obtain answers to research questions and to control variance. The plan is the entire scheme of the research and includes an outline of hypothesis and their operational implication to the final analysis of data. Survey research design is adopted in this study because the researcher finds that survey method will be appropriate for the work, since it enables the researcher to collect relevant information from the sample that will be selected out of the entire population of the study, which will give responses on the role of business communication in decision making process. The questionnaires were generated and then were administered to employees in the four levels (management, ad-hoc, contract and agents/dealers). The data collected from the survey were analyzed to test their related hypotheses.

#### **3.2 Population and Sample of the Study**

The population of the study is 100 made up of management, contract, ad-hoc and agents as obtained from the records of the communication outfit of Airtel Nigeria, Niger State headquarters, while the sample of study is Seventy-eight (78), using random sampling on the total population of the study.



**Table 1: Research population**

Description	Population
Management staff	5
Ad-hoc staff	5
Contract staff	22
Agents / dealers	68
<b>Total</b>	<b>100</b>

Source: Field Survey 2019

### 3.3 Sample Size and Sampling Technique

The population for the study was made up of all employees in the low level, middle level, and top level management and agents in Airtel Nigeria, Niger State. The data for the study was obtained from primary source. As the entire population cannot be considered in the study, random sampling technique which gives every member of the population an equal opportunity of being selected in the sample size was adopted to select a total of 100 respondents. To arrive at a sample size of 78, a percentage of 78 was used randomly on the population for the purpose of this project. This is considering that the population is not much.

**Table 2: Number of employees to be sampled at all levels of the Airtel Nigeria in Niger State**

Description	Population	Sample size
Management staff	05	04
Ad-hoc staff	05	04
Contract staff	22	17
Agents / dealers	68	53
<b>Total</b>	<b>100</b>	<b>78</b>

Source: Field Survey 2019

### 3.4 Method of Data Collection

The study was conducted using primary data collection technique. In which respondents were given questionnaires to fill. The primary data was collected through questionnaires administered to the targeted employees of Airtel Nigeria to provide the researcher with useful data for analysis. A structured questionnaire of five sections was used and each section dealt with different information of respondents and information related to the research work. This instrument was carefully adopted as close ended which offers choice among two or more alternatives that is; strongly agree, agree, neutral or not sure, disagree and strongly disagree where necessary to avoid biasness and it permits easy tabulation of data and interpretation.

### 3.5 Model Specification

The data is obtained from respondents through the use of questionnaires. It will use Statistical Package for Social Science (SPSS) to interpret descriptive data and test the hypotheses proposed in section one using multiple regression. The Hypotheses are tested using multiple regression analysis. The regression model is expressed as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_p K_p + \varepsilon$$



Where:

- $Y$  = Dependent Variable (DV)
- $\beta$  = Unknown regression coefficients
- $X$  = Independent Variables (IV's)
- $\epsilon$  = Error (residual) of observation

This is further expanded in line with the four (IVs) being used in this research as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

The expression represents the relationship between the dependent variable (DV) and the independent variables (IV's) as a weighted average in which the regression coefficients ( $\beta$ 's) are the weights.

### 3.6 Presentation of Data and Analysis

A total number of seventy eight (78) questionnaires were administered for the employees. Out of the 78 questionnaires administered, only 73, representing 94%, was dully filled and returned while others were missing. The responses of the respondents are classified based on percentages frequency and chats. The result obtained from the respondents of questionnaire is presented in the table below:

**Table 3: Analysis of Primary Data Collection**

Description	Number of questionnaire	Percentage
Issued	78	100%
Returned	73	94%
Used	73	94%

Source: Field Survey 2019

### 3.7 Distribution of Respondent Profile

The frequency distribution of 73 respondents is represented in the study and the profile of respondent data in this study is given as follows. There are eight (8) items being asked on the profile of the respondents and the items are gender, age, marital status, educational qualification, year of experience, managerial level, training course attended and percent of time allocated for communication. The profile of the respondents was analysed using descriptive analysis in the frequency distribution data. Out of the eight (8) items, five have 100% valid data, while the remaining three items had 72%, 30% and 39% valid data with the remaining percentages as missing values. The eight items profile of respondent's data has various degree of mean, standard deviation, maximum and minimum respectively as presented in Table 4 below.

**Table 4: Frequency Distribution of Respondents Profile**

Gender	Age	Marital Status	Qualification	Experience	Managerial Level	Number of training courses in the field of business communication	% of time allocated for communication





N	Valid	73	73	73	73	72	73	30	59
	Missing	0	0	0	0	1	0	43	14
Mean			2.71			2.01		2.70	33.98
Std. Deviation			1.196			.880		1.664	20.798
Minimum			1			1		0	10
Maximum			5			4		6	100

Source: Field Survey 2019

**Table 5: Pearson Correlations**

	Y	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>
Decision Making Process (Y)	1	.706	.513	.529	.486
Modern Communication Technology (X <sub>1</sub> )		1	.621	.356	.663
Communication Methods (X <sub>2</sub> )			1	.504	.540
Communication Skills (X <sub>3</sub> )				1	.407
Proficiency of Communication System (X <sub>4</sub> )					1

Source: Field Survey 2019

\*\* Correlation is significant at the 0.01 level (1-tailed).

#### 4. Multiple Regression Analysis

In other to test the relationship between the dimensions of Business Communication and Decision Making Process, the study employed Multiple Regression technique to test for the hypothesized relationship of the dependent variable and independent variables used in this study. The results of Model Summary, ANOVA and Regression Coefficient are given in the tables 7, 8 and 9 respectively below:

**Table 6: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.768 <sup>a</sup>	.589	.565	.45150

a. Predictors: MCT, CS, CM, PCS

b. Dependent Variable: DMP

Source: Field Survey 2019

The Table 7 shows that the dimensions of Business Communication used in this study (Modern Communication Technologies, Communication Methods, Communication Skill and Proficiency of Communication System), have significant contributions to Decision Making Process in Airtel Nigeria, Niger State as the value of R (0.768) which represents the simple correlation is high. The Adjusted R square value (0.565) indicates the proportion of dependent variable that can be explained by the independent variables.

Hence, the dimensions of Business Communication used in this study explains 56.5% of variation in the Decision Making Process of Airtel Nigeria, Niger State. However, the 56.5% (0.565) Adjusted R<sup>2</sup> is an indication that there are other unexplained variables up to 43.5%, which are not considered in this study.



**Table 7: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.896	4	4.974	24.400	.000 <sup>b</sup>
	Residual	13.862	68	.204		
	Total	33.758	72			

a. *Dependent Variable: DMP*

b. *Predictors: MCT, CS, CM, PCS*

**Source: Field Survey 2019**

The result of ANOVA presented in Table 8 shows that Business Communication has a significant relationship with the dependent variable (Decision Making Process) for the model. The model having the dimensions of Business Communication (Modern Communication Technologies, Communication Methods, Communication Skills and Proficiency of Communication System) as predictor with  $F(4, 68) = 24.400$  and  $p$  value of  $0.000 < 0.05$  indicates that the regression model is a good fit for the data.

**Table 8: Regression Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.448	.461		.972	.334
	Modern Communication Technology	.657	.117	.643	5.624	.000
	Communication Methods	-.014	.075	-.020	-.188	.852
	Communication Skills	.344	.093	.338	3.686	.000
	Proficiency of Communication System	-.076	.123	-.067	-.617	.539

a. *Dependent Variable: DMP*

**Source: Field Survey 2019**

The above Table 9 is the Regression Coefficient showing the effect of the dimensions of Business Communication on Decision Making Process in Airtel Nigeria, Niger State. The table shows that there is a significantly positive effect of two Independent Variables (Modern Communication Technology and Communication Skills) on Decision Making Process (Dependent Variable). This relationship indicates that Modern Communication Technology and Communication Skills with Beta Values 0.657 and 0.344 have the most significant effect on Decision Making Process at 5% significant value ( $p = 0.000 < 0.05$ ).

More so, two Independent Variables (Communication Methods and Proficiency of Communication System) with Beta Values -0.014 and -0.076 respectively indicates an insignificantly negative effect on Decision Making Process (Dependent Variable) at 5% significant value ( $p = 0.852$  and  $0.539 > 0.05$ ).

#### 4.1 Test of Hypotheses

The pre-set level of significance for this study is 0.05. Therefore, in testing the hypothesis, if the P-value (significance value) exceeds the pre-set value (0.05), the null hypothesis will be accepted



and the alternate rejected. Otherwise, the null hypothesis will be rejected and the alternate accepted.

### **Test of Hypothesis One (H<sub>1</sub>)**

*H<sub>1</sub>: There is a significant effect of Modern Communication Technologies (MCTs) on Decision-Making Process:*

The Regression Coefficient table have shown that the level of significance of Modern Communication Technology under the column labelled Sig. is 0.000 which is less than the Pre-set value of 0.05; it means the result is significant (See Table 9). Since the P-value (0.000) is lower than Pre-set value (0.05), the alternate hypothesis (H<sub>1</sub>) will be accepted. This means there is a significant effect of Modern Communication Technology on Decision Making Process.

### **Test of Hypothesis Two (H<sub>2</sub>)**

*H<sub>2</sub>: There is a significant effect of Communication Methods (CMs) on Decision-Making Process:*

The Regression Coefficient table have shown that the level of significance of Communication Methods under the column labelled Sig. is 0.852 which is higher than the Pre-set value of 0.05; it means the result is not significant (See Table 9). Since the P-value (0.852) is greater than Pre-set value (0.05), the alternate hypothesis (H<sub>2</sub>) will be rejected. This means there is no significant effect of Communication Methods on Decision Making Process.

### **Test of Hypothesis Three (H<sub>3</sub>)**

*H<sub>3</sub>: There is a significant effect of Communications Skills (CSs) on Decision-Making Process.*

The Regression Coefficient table have shown that the level of significance of Communication Skills under the column labelled Sig. is 0.000 which is less than the Pre-set value of 0.05; it means the result is significant (See Table 9). Since the P-value (0.000) is lower than Pre-set value (0.05), the alternate hypothesis (H<sub>3</sub>) will be accepted. This means there is a significant effect of Communication Skills on Decision Making Process.

### **Test of Hypothesis Four (H<sub>4</sub>)**

*H<sub>4</sub>: There is a significant effect of Proficiency of Communication System (PCSs) on Decision-Making Process.*

The Regression Coefficient table have shown that the level of significance of Proficiency of Communication System under the column labelled Sig. is 0.539 which is higher than the Pre-set value of 0.05; it means the result is not significant (See Table 9). Since the P-value (0.539) is greater than Pre-set value (0.05), the alternate hypothesis (H<sub>4</sub>) will be rejected. This means there is no significant effect of Proficiency of Communication System on Decision Making Process.

## **4.3 Discussion of Findings**

This study was conducted to depict the effect of business communication on decision making process, evidence of Airtel Nigeria, Niger State. The research adopted modern communication technologies, communication methods, communication skills and proficiency of communication system as the dimensions of business communication. On the purpose of ascertaining the effect business communication has on decision making process, this study reveals that only modern communication technologies and communication skills among the dimensions adopted has significantly positive effect on decision making process while communication method and proficiency in communication system has insignificant negative effect on decision making



process.hence, modern communication technologies and communication skills are critical parts of decision making process which manifest themselves through enhancement of efficient communication among employees and customers, easy attainment of information, attentive listening, adequate feedback mechanism and clarity of information. This finding corroborate the work of Salihu (2015) and the interesting fact about this study and that of Salihu (2015) is that both are carried out in Nigeria and focused on the service industry. However, Salihu (2015) reported that modern communication technologies, communication skills and communication methods has significant correlation effect on decision making process. The position of Salihu (2015), although, it is basically on the strength of relationship between decision making process (dependent variable) and modern communication technologies, communication methods, communication skills and proficiency of communication system (Independent variables), failing to assess the character of the relationship.

Finally, the regression analysis shows that the dimensions of business communication used in this study explains 56.5% of variation in the decision making process of Airtel Nigeria, Niger State. However, the 56.5% (0.565) Adjusted  $R^2$  is an indication that there are other unexplained variables up to 43.5%, which are not considered in this study. This finding is not unexpected as modern communication technologies, communication methods, communication skills and proficiency of communication system are not the sole determinant of business communication with decision making process.

## 5. Conclusion

This study has found out the effect of business communication on decision making process of business organisations. The study objectives were to assess the role of modern communication technologies, communication methods, communication skills and proficiency of communication system on the decision making process of a business organisation. The need for an organisation to effectively ensure that communication takes place without any sub-optimality cannot be over-emphasized as it is seen as the back bone and lifeblood of any organisation. Based on the findings of this research, the study has been able to reveal that modern communication technologies and communication skills are statistically having positive significant effect on decision making process while communication methods and proficiency of communication system are not. This means that, Modern communication technologies and communication skills have the highest positive effect on the decision making process of Airtel Nigeria, Niger State. In general, the study concluded that Modern communication technologies and communication skills accounts for more variations and are critical in ensuring an effective decision making process which manifests through efficient communication among employees and customers, easy attainment of information, attentive listening, adequate feedback mechanism and clarity of information.

## 6. Recommendations

This study has established within the available limited data, that business communication in Airtel Nigeria plays a significant role in the decision making process of the organisation. Based on this finding, the following recommendations were made:

- i. Business communication should be developed and maintained from four different perspectives which are modern communication technologies, communication methods, communication skills and proficiency of communication system. These four perspectives should be adopted effectively and efficiently in order to enhance decision making process in the organisation.



- ii. The management of Airtel Nigeria should prioritize its efforts and ensure timely development, that is, they should direct more efforts towards effective communication and development need of the system.
- iii. More should be invested on internet communication tools so as to leverage on achieving maximum benefits out of internet communication with trading and businesspartners. These tools can significantly increase information transaction speed, reduce information costs, and enhance customer service quality.

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