

**The Role of Business Communication in Decision
Making Process:**

Case Study- First Bank Nigeria Limited (FBN Sokoto)

Submitted By

**Salihu Ahmad Tijani
14120905007**

**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT
OF BUSINESS ADMINISTRATION, FACULTY OF MANAGEMENT
SCIENCES USMAN DANFODIO UNIVERSITY SOKOTO**

**IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE
AWARD OF POST GRADUATE DIPLOMA IN MANAGEMENT**

NOVEMBER, 2015

CERTIFICATION

This is to certify that this project work has been read, supervised and approved by the undersigned as meeting the requirement for the award of a post graduate diploma in management (PGDM) in Business Administration, Faculty of Management Sciences, Usman Danfodio University, Sokoto.

DR. A.S JUNAIDU
(Project Supervisor)

DATE

DR.M.S UMAR
(Head of Department)

DATE

EXTERNAL SUPERVISOR

DATE

DEDICATION

This project is dedicated to my Amazing wife Fatimah, and to my most adorable and ever smiling daughter Michelle.

SALIHU AHMAD TIJANI

14120905007

ACKNOWLEDGEMENT

I wish to express my sincere gratitude to Almighty God whom by His mercies, guidance, and protection saw me through the successful completion of this program.

Secondly, I wish to express my deep sense of gratitude to Dr. A.S Junaidu, my supervisor who supported me with full gaudiness from his expert proficiency, experience, and inspiring attitude.

Thirdly, the most respect and deep appreciation goes always to my lovely parents who taught me and guided me through their long experience in how to be a hardworking and committed in achieving my goals.

To my wife who challenged me to take every bold step I have ever taken. It will be a disservice not to mention her. You mean the world to me.

And finally to my fellow colleagues and friends who always stood by my side through all the season. I want to say a very big thank you to all of you.

TABLE OF CONTENT

Certification-----	ii
Dedication-----	iii
Acknowledgement-----	iv
Table of content-----	v
List of Figures and Tables-----	viii
List of abbreviations-----	x
Chapter One: General Introduction-----	1
1.2 Statement of research problem-----	3
1.3 Research Questions -----	4
1.4 Research Objectives-----	4
1.4 Significance of the study-----	5
1.5 Hypotheses-----	6
1.6 Research variables-----	6
1.7 Scope and Limitation of the study-----	7
1.9. Definition of terms-----	8
1.10 Chapter Scheme-----	9
Chapter Two: Literature Review-----	11
2.1 Business communication-----	11
2.1.1 Functions of communication-----	12
2.1.2 Nature of Communication-----	13
2.1.3 Communication barriers-----	16
2.1.4 Organization communication-----	21

2.1.5 Communication as a decision making tool-----	23
2.1.6 Electronic Communication-----	25
2.2 Managerial Decision making-----	26
2.2.1 Characteristic of managerial decisions-----	27
2.2.2 Decision making process-----	30
2.2.3 Barriers to decision making-----	35
2.2.4 Organizational decision making-----	40
2.2.5 Computer mediated decision making-----	43
Chapter three-----	46
3.1 Introduction-----	46
3.2 Data Collection-----	46
3.2.1 Secondary Data-----	46
3.2.2 Primary Data-----	46
3.2.3 Data measurement-----	47
3.3 Statistical analysis tools-----	47
3.4.1 Validity of Questionaire-----	48
3.4.2 Reliability of Research-----	49
3.5 Research population and sample selection-----	50
3.6 Characteristic of sample-----	51
Chapter Four-----	57
4.1 Introduction-----	57
4.2 Data Analysis and Discussion-----	57
4.3 Testing the hypotheses-----	75

Chapter Five-----	78
5.1 Introduction-----	78
5.2 Conclusion-----	79
5.3 Recommendations-----	80
5.4 Proposed future studies-----	83
References-----	84
Appendix-----	88

LIST OF FIGURES AND TABLES

Figure 1 A diagram showing the relationship between the dependent variable and the independent ones.....

6

Figure 2 A General Model of the Communication Process (Source: Bateman and Snell, 2004.....

14

Figure 3: the Steps of Decision-making

..... 30

Table 2 Correlation coefficient of each field and the whole of questionnaire..... 48

Table 3 Cronbach's Alpha for each filed of the questionnaire and all the questionnaire..... 49

Table 4 Distribution of population according to post title..... 50

Table 5 Sample selection by using stratified random sampling

51

Table 6	Distribution of sample according to gender.....	51
Table 7	Distribution of sample according to Age.....	.52
Table 8	Distribution of sample according to marital status53
Table 9	Distribution of sample according to qualification	53
Table 10	Distribution of sample according to experience	54
Table 11	Distribution of sample according to managerial level	55
Table 12	Distribution of sample according to number of training courses in the field of businesscommunication	55
Table 13	Distribution of sample according to percentage of time allocated for communication.....	56

Table 14 Mean and Sign test for each paragraph of the first dimension and the total of this dimension 57

Table 15 Mean and Sign test for each paragraph of the second dimension and the total of this dimension..... .65

Table 16 Mean and Sign test for each paragraph of the third dimension and the total of this dimension 71

Table 17 Correlation coefficient between the modern business communications technologies and decision-making process in FBN 76

Table 18 Correlation coefficient between the business communications methods decision-making process in FBN 76

Table 19 Correlation coefficient between the personnel communications skills
and decision-making process in FBN

.....
..... 77

LIST OF ABBREVIATIONS

MCT's ----- Modern communication technologies

FBN ----- First bank of Nigeria

VC ----- Video conferencing

VPN ----- Virtual private Network

ABSTRACT

This study aims at investigating the effect of business communication on decision-making process in FBN by examining the role of Modern Communication Technologies (MCTs), business communication methods, and employee's communication skills on decision-making process. The research population consists of all FBN's employees in the low level management, middle level

management, and top level management (446 in number). A stratified random sample method according to managerial level was utilized in order to ensure that particular managerial levels within the study population are adequately represented in the sample. Three hundred and forty employees participated in the survey. A total of 279 questionnaires were returned for a response rate of 82.1%, and seven of them were not valid.

The results of this study revealed that there is a significant correlation between MCTs and decision-making process. MCTs found to make attaining information easier and increase the efficiency through teamwork and effective decision-making. MCTs also motivate employees to participate with their ideas. In addition, this study revealed that there is a significant correlation between business communication methods and decision-making process. Employees were receptive to the use of oral communication methods for complex tasks. This study also found out that written communication methods are utilized to easily identify the problems encountered.

The analysis of this study revealed that there is a significant correlation between the personnel communication skills and decision-making process. One of the important findings of this study was the positive effect of engaging the employees in decision-making process. The study revealed that MCTs are impersonal, some of the employees suffer from communication apprehension.

CHAPTER ONE

1.1 INTRODUCTION

In a world where speed and adaptability can make or break a business, organization increasing is how companies win and keep on winning (Cook and Macaulay, 2004). What separates the winners is the ability to make the most important decisions well-and then to make them happen. The key is not structure but rather an integrated organizational system. Decisions, if you can't make them; you won't be an effective manager. It requires getting the right people focused on those decisions at the right time. That's 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?)(Bateman and Snell, 2004).

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 a vital 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 and Economy, 2005). It is the medium through which an organization's vision and goals are interpreted and understood by both its internal and external stakeholders.

Communication is the transfer of ideas from the sender to the receiver, It is an indispensable management tool that provides the need by which people in business, politics and other professionals act, interact, and exchange information and ideas (Mozammel et.al, 2005).

No business organization; be it private or public sector organization can thrive without effective communication. It is the life-wire of every organization. In a classical business setting, communication helps both the employer and the staffs understand themselves, as well as providing a medium by which people in an organization act, interact, exchange information, ideas, develop plan, proposals and execute them; It is not possible to have good human relations without communication. An effective communication is required, not only for maintaining human relations, but also for achieving good business performance. In addition, practical experience shows that there is no communication without conflicts. Sometimes, conflicts can be useful, as they help to make correct decision.

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 in timely, and 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 & Larder, 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. A reason adduced for this is that spoken communication becomes progressively more difficult as noise levels increase.

1.2 STATEMENT OF RESEARCH PROBLEM

In the present time, First Bank Nigeria, which is considered as one of the biggest financial service provider in Nigeria, faces many challenges and threats that imposes on it deal with them seriously and properly. 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 organization is vital to succeed (Salamanand Asch, 2003).

According to Dessler(2004), managers spend 60% to 80% of their communication time doing meetings and interacting with customers and colleagues. Managers that do not develop and encourage the use of such processes give up optional competitive advantages, and may underutilize company's strengths than before,organizations need to promote communication skills to facilitate precise decision-making that keeps them competitive. Moreover, manager's 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 choiceson their decisions (Vicker and 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 First bank Nigeria Ltd sokoto. **Accordingly we can say that the research problem is to identify to what extent can the use of business communication take part inimproving the decision making in first bank of Nigeria limited sokoto.**

1.3 RESEARCH OBJECTIVES

The present study seeks to measure the following objectives:

1. Determine the effect of Modern communication technologies (MCTs) on decision-making Process in FBN Sokoto.
2. Determine the effect of communications methods on decision-making process in FBN Sokoto.

3. Examine the effect of communications skills on decision-making process in FBN Sokoto.
4. Realize the constraints that restrict proficiency of communications systems in process of decision-making process in FBN Sokoto.

1.4 SIGNIFICANCE OF STUDY

In this research, information about the effects of business communication on decision-making will be integrated in order to assess objective and subjective decision making outcomes, across communication media richness (face-to-face) computer mediated-communication, Video conference, telephone, E-mail ...etc, and to identify any obstacles at present and draw some recommendation that may help in improving the existing situation of using business communication system at FBN Sokoto. The major significance of this study is that it will help provide ways of implementing new communication technology strategies in private and public organizations and also help to appreciate different level of media satisfaction and quality of organizational communication. Aside that, it will also add to the body of previous literature on organization communication. It is germane for managers who could use this study as a template for decision making in their various organizations.

1.5 HYPOTHESES:

Hypothesis 1: There is a significant correlation between the modern communications technologies and decision-making process in FBN Sokoto?

Hypothesis 2: There is a significant correlation between the business communications methods and decision-making process in FBN Sokoto?

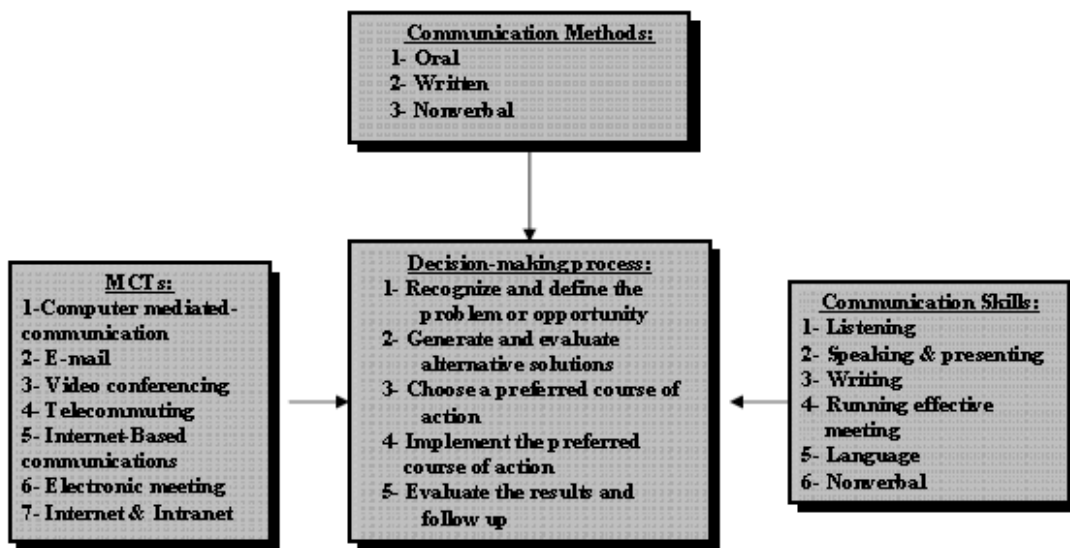
Hypothesis 3: There is a significant correlation between the personnel communications skills and decision-making process in FBN Sokoto?

1.6 RESEARCH VARIABLES:

This study has one dependent variable, which is decision-making process, and three independent variables which are:

- 1- Modern Communication Technologies.
- 2- Communication methods.
- 3- Personnel communications skills.

Figure 1: diagram showing the relationship between the dependent variable and the independent one



1.7 RESEARCH QUESTIONS

1. what are the effects of Modern communication technologies (MCTs) on decision-making Process in FBN Sokoto?
2. Determine the effect of communications methods on decision-making process in FBN Sokoto?
3. Examine the effect of communications skills on decision-making process in FBN Sokoto?
4. What are the constraints that restrict proficiency of communications systems in process of decision-making process in FBN Sokoto?

1.8 SCOPE AND LIMITATION OF STUDY

This study is essentially concerned with the effect of business communication as a tool for improving decision making process in organization , using first bank of Nigeria ltd Sokoto state branch office as case study. Some areas the researcher looked at in this study are importance of communication to organization.

The major limitation to this work is time constrain as there are other academic activities that requires the researchers attention, while also the respondent were not quite cooperative. Also the questionnaires could not be distributed to all the staffs because of this some employees could not complete the survey. Also, because the participants work in an office setting there's usually numerous documents on their desk. The survey was printed on whitepaper, therefore causing the survey to blend in with the other documentation. Other employees were not available to complete the survey due to absenteeism (vacation, personal time, sick, etc.)

The research is limited the three (3) branches of FBN ltd Sokoto state where staffs at different cadres and department were interviewed as regards communication.

1.9.1 DEFINITION OF TERMS

Sender - somebody or something that sends or transmit something. To establish yourself as an effective communicator, you must first establish credibility. In the business arena, this involves displaying knowledge of the subject, the audience and the context in which the message is delivered. You must also know your audience (individuals or groups to which you are delivering your message). Failure to understand who you are communicating to will result in delivering messages that are misunderstood (Fowler, 2005).

Message - a communication in speech, writing, or signals. Written, oral and nonverbal communications are effected by the sender's tone, method of organization, validity of the argument, what is communicated and what is left out, as well as your individual style of communicating. Messages also have intellectual and emotional components, with intellect allowing us the ability to reason and emotion allowing us to present motivational appeals, ultimately changing minds and actions (Fowler, 2005).

Channel - a course or a means of communication or expression. Messages are conveyed through channels, with verbal including face-to-face meetings, telephone and videoconferencing; and written including letters, emails, memos and reports (Fowler, 2005).

Receiver - These messages are delivered to an audience. No doubt, you have in mind the actions or reactions you hope our message prompts from this audience. Keep in mind, your audience also enters into the communication process with ideas and feelings that will undoubtedly influence their understanding. Your audience will provide you with feedback, verbal and nonverbal reactions to your communicated message. Pay close attention to this feedback as it is crucial to ensuring the audience understood your message (Fowler, 2005).

Context - the words or phrases or passages that come before and after a particular word or passage in a speech or piece of writing and help to explain its full meaning (Encarta,2005). The situation in which your message is delivered is the context. This may include the surrounding environment or broader culture i.e. corporate culture, international cultures, etc. (Fowler, 2005)

Feedback- comments in the form of opinions about the reactions to something intended to provide useful information for future decisions and development (Fowler, 2005)

1.9.2 RESEARCHSCHEME

This research work is divided basically in five (5) chapters.

Chapter one forms the background of the study. It is made up of the introductory part of the study, statement of the research problem, objectives of the study, significance of the study, research questions, scope and limitation, definition of terms as well as the organization of the research work.

Chapter two examines the recent literature review in this field and work of several scholars related to this research work.

Chapter three deals with the research methodology, sample of the population of study, source of data collection and the method of data analysis.

Chapter four contains data presentation, and analysis with particular reference of the case study.

Finally chapter five contains the summary of the researcher's findings, recommendations with regards to the case study of the research work, conclusion and recommendations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Business communication

The act of communicating is basic and fundamental that most people don't think much about it. It happens all day, every day and in every corner of the globe; using the telephone, the fax machine and the computer. Thanks to modern satellite technology, it can even happen between two people standing on opposite poles of the earth. In virtually every way that matters, it could be argued that the world today is built to support communication.

Effective communication occurs when the intended meaning of the source and the perceived meaning of the receiver are virtually the same (Schermerhorn et al. 2002). Although this should be the goal in any communication, it is not always achieved. Efficient communication occurs at minimum cost in terms of resources expended. Time, for example, is an important resource (Alamry and Alghalby, 2007).

On the other hand, if a company's employees lack communication skills, not only could teams not coordinate their efforts and individuals seek feedback from and communicate their successes to their managers, but also customers would have a pretty tough time placing orders, and challenges to services being delivered. When this happens, the company will falter and ultimately fail (Nelson and Economy, 2005). Managers and companies that do not develop and encourage the use of communication process give up potential competitive advantages and may underutilize company strengths (Vicker and Hein 1999).

2.1.1 Functions of communication

Communication serves four major functions within a group or organization: control, motivation, emotional expression, and information. Communication acts to control member behavior in several ways. Organizations have authority hierarchies and formal guidelines that employees are required to follow. When employees, for instance, are required to communicate any job-related grievance to their immediate boss, to follow their job description, or to comply with company policies, communication is performing a control function. But informal communication also controls behavior. When work group tease or harass a member who produces too much (and makes the rest of the group look bad), they informally communicating with, and controlling, the member's behavior (Abedalbaqi 2003).

Communication fosters motivation by clarifying to employees what is to be done, how well they are doing, and what can be done to improve performance if it's subpar. Formation of specific goals, feedback on progress toward the goals, and reinforcement of desired behavior all stimulate motivation and required communication (Hareem, 2004).

For 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 frustration and feeling of satisfaction. Communication, therefore, provides a release for the emotional expression of feelings and for fulfillment of social needs (Robbins, 1996).

The final function that communication performs relates to its role in facilitating decision-making. It provides the information that individuals and groups need to make decisions by transmitting the data to identify and evaluate alternative choices (Robbins, 2003). No one of these four functions should be seen as being more important than the others. For groups to perform effectively, they need to maintain some form of control over members, stimulate members to perform, provide a means for emotional expression, and make decision choices. Thus, assumptions can be made that almost every communication interaction that takes place in a group or organization; perform one or more of these four functions.

2.1.2 The nature of communication

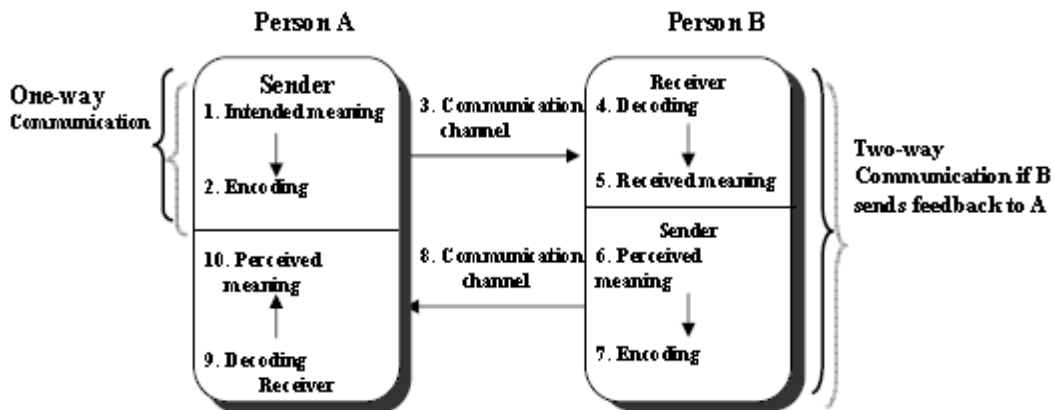
The Latin root of the word communicate is *communicare*, which means to make common or to share. Communication, therefore, is the transmission of information and meaning from one party to another through the use of shared symbols (Bateman and Snell, 2004). An Idea, no matter how great, is useless until it is transmitted and understood by others. Effective communication would exist when a thought or an idea was transmitted, so the mental picture perceived by the receiver was exactly the same as that envisioned by the sender (Robbins, 1996).

Figure (2) shows a general model of the communication process. The sender is a person or group trying to communicate with someone else. The sender seeks to communicate, in part, to change the attitudes, knowledge, or behavior of the receiver. A team leader, for example, may want to communicate with a division manager in order to explain why the team needs more time or resources to finish an assigned project. This involves encoding the process of translating an idea

or thought into a message consisting of verbal, written, or nonverbal symbols, or some combination of them (Alamian 2005).

Such messages are transmitted or sent through various communication channels, such as face-to-face meetings, electronic mail, written letters and telephone communications or voice – mail, among others. The choice of channels can have an important impact on the communication process; some communication channels convey more information than others. The amount of information a medium conveys is called media richness. The more information or cues a medium sends to the receiver, the "richer" the medium. The richest media are more personal than technology, provide quick feedback, allow lots of descriptive language and send different types of cues. Thus, face-to-face communication is the richest medium because it offers a variety of cues in addition to words: tone of voice, facial expression, body language, and other nonverbal signals. It also allows more descriptive language, say, a memo does. In addition, it affords more opportunity for the receiver to give feedback to and ask questions of the sender (Bateman and Snell, 2004)

Figure 2 A General Model of the Communication Process (Source: Bateman and Snell, 2004)



The telephone is less rich than face-to-face communication, electronic mail is less rich than yet, and memos are the least rich medium. In general, you should send difficult and unusual messages through richer media, transmit simple and routine messages through less rich media like memos, and use multiple media for important messages that you want to ensure people attend to and understand. In the earlier case of the team leader communicating with the division manager, for example, it can make quite a difference whether the message is sent face-to-face, in written memo, by voicemail, or by Email.

The communication process is not completed just because a message is sent. The receiver is the individual or group of individuals to whom a message is directed. In order for meaning to be assigned to any received message, its contents must be interpreted through decoding. This process of translation is complicated by many factors, including the knowledge and experience of the receiver and his or her relationship with the sender (Alamian 2005).

The top half of the model in Figure (2) is operating in on-way communication, where, information flows in only one direction from the sender to the receiver, with no feedback loop. A manager sends a memo to subordinate without asking for response. A boss gives an order over the phone, when receiver provide feedback to the sender by encoding a message, in response to the sender's message, completing the Figure (2) models, two-way communication has to occur.

The communication process often is hampered by noise or interference in the system that blocks perfect understanding. Noise could be anything that interferes with accurate communication ringing telephones, thoughts about other things, or simple fatigue or stress (Schermerhorn et al, 2002).

The model in Figure (2) is more than a theoretical treatment of the communication process. It points out the key ways in which communication can break down. Mistakes can be made at each stage of the model. A manager who is alert to potential problems can perform each step carefully to ensure more effective communication. The model also helps explain communication pitfalls, misperception, and the various communication channels.

2.1.3 Communication barriers

Unfortunately, most of the stages in the process model have the potential to create distortion and therefore the sender's intended message does not always get across to the receiver. In the encoding stage, words can be misused, decimal points typed in the wrong places, facts left out, or ambiguous phrases inserted. In the transmission stage, a memo gets lost on a cluttered desk, or words are spoken with ambiguous inflection. Decoding problems arise when the receiver doesn't listen carefully or reads too quickly and overlooks a key point. And, of course, receivers can misinterpret the conclusion from unclear memo, or a listener takes a general statement by the boss too personally.

More generally, it is important to understand the following sources of noise that are common to most interpersonal Exchanges: Communication Apprehension, physical distraction, cultural differences, semantic problems, absence of feedback, status effects, people's perceptual, and filtering processes.

2.1.3.1 Communication Apprehension:

Some people – an estimated 5 to 20 percent of the population – suffer from debilitating communication apprehension or anxiety. Communication apprehension is a very serious problem because it affects a whole category of communication techniques. People who suffer from it experience undue tension and anxiety in oral communication, written communication, or both. For example, oral apprehension may find it extremely difficult to extremely anxious when they have to use the telephone. As a result, they may rely on memos or letters to convey messages when a phone call would not only be faster but more appropriate (Robbins, 1996).

2.1.3.2 Physical Distractions:

Any number of physical distractions can interfere with the effectiveness of a communication attempt (Bateman and Snell, 2004). Some of these distractions are evident in the following conversation between an employee, Mohammad, and his manager. Okay, Mohammad, let's hear your problem (phone ring, boss picks it up, promises to deliver the report, "just as soon as I can get it done"). Uh, now where were we – oh, you are having a problem with marketing. They (the manager's secretary brings in some papers that need immediate signatures; he scribbles his name and the secretary leaves) ... you say they are not cooperative? I tell you what, Mohammad, why do not you (phone rings again, lunch partner drops by) ... Uh, take a stab at handling it yourself. I have to go now. Besides what may have been poor intentions in the first place, Mohammed's manager allowed physical distractions to create information overload. As a result, the communication with Mohammad was suffered. This mistake can be eliminated by setting priorities and planning. If Mohammad has something to say, his manager should set aside adequate time for the meeting. In addition, interruption such as telephonecalls, drop-in visitors,

and the like, should be prevented at minimum, Mohammad's manager could start by closing the door to the office and instruct his secretary not to disturb them.

2.1.3.3 People's Perception

Perception is the process of receiving and interpreting information. As you know, such processes are not perfectly objective. They are subjective, as people's self-interested motives and attitudes toward the sender and toward the message create biased interpretations. People often assume that others share their views, and naturally pay more attention to their own views than to those of others (Alamian 2005). However, perceptual differences get in the way of shared consensus. It helps to see others' viewpoints as legitimate and incorporate others' perspectives into your interpretation of issues. Generally, adopting another person's viewpoints is fundamental to working collaboratively. And at a more personal level, your ability to take others' perspectives can lead to higher assessments of your performance.

2.1.3.4 Cultural Differences

People must always exercise caution when they are involved in cross-cultural communication—whether between persons of different geographical or ethnic groupings within one country, or between persons of different national cultures. A common problem is ethnocentrism—the tendency to believe one's culture and its values are superior to those of others. It is often accompanied by an unwillingness to try to understand alternative points of view and to take the values they represent seriously. This mindset can easily create communication problems among people of diverse backgrounds (Maher, 2000).

The difficulties with cross-cultural communication are perhaps most obvious in respect to language differences. Advertising messages, for example, may work well in one country but encounter difficulty when translated into the language of another. Problems may accompany with the introduction of Ford's European model, the "Ka," in Japan. In Japanese, Ka means mosquito and analysts wonder if a car that is named for a disease-carrying pest can ever sell well. Gestures may also be used quite differently in the various cultures of the world. For example, crossed legs in the United Kingdom are quite acceptable, but are rude in Saudi Arabia if the sole of the foot is directed toward someone. Pointing at someone to get their attention may be acceptable in Canada, but in Asia it is considered inappropriate (Dessler 2005).

2.1.3.5 Status Effects

Status differences in organizations create potential communication barriers between persons of higher and lower ranks. On the one hand, given the authority of their positions, managers may be inclined to do a lot of "telling" but not much "listening." On the other hand, we know that communication is frequently biased when flowing upward in organizational hierarchies. Subordinates may filter information and tell their superiors only what they think the boss wants to hear (Alamry and Alghalby, 2007). Whether the reason is a fear of retribution for bringing bad news, an unwillingness to identify personal mistakes, or just a general desire to please, and the result is the same: The higher-level decision maker may end up taking the wrong actions because of biased and inaccurate information supplied from below. This is sometimes called the MUM effect in reference to tendencies to sometimes keep "mum" from a desire to be polite and a reluctance to transmit bad news. To avoid such problems, managers and group leaders must develop trust in their working relationships with subordinates and team members, and take

advantage of all opportunities for face-to-face communications. Management by wandering around, or MBWA for short, is now popularly acclaimed as one way to achieve this trust. It simply means getting out of the office and talking to people regularly as they do their jobs.

Managers who spend time walking around can greatly reduce the perceived “distance” between themselves and their subordinates. It helps to create an atmosphere of open and free-flowing communication between the ranks. As a result, more and better information is available for decision-making, and the relevance of decisions to the needs of operating workers increases (Schermerhorn et al, 2002).

2.1.3.6 Filtering processes

Filtering is the process of withholding, ignoring, or distorting information. Senders do this, for example, when they tell the boss what they think the boss want to hear, or give unwarranted compliments rather than honest criticism. Receivers also filter information they may fail to recognize an important message, or attend to some aspects of the message but not others (Abedalbaqi 2003).

2.1.3.7 Absence of Feedback

One-way communication flows from sender to receiver only, as in the case of a written memo or a voice-mail message. There is no direct and immediate feedback fromthe recipient. Two-way communication, by contrast, goes from sender to receiver and back again. In these constructive exchanges, information is shared between both parties rather than delivered from one person to the other. It is more accurate, fewer mistakes occur, and fewer problems arise. It is characterized by the normal interactiveconversations in our daily experiences. Research indicates that two-way

communication is more accurate and effective than is one-way communication, even though it is also more costly and time consuming (Schermerhorn et al, 2002). Because of their efficiency, however, one-way forms of communication—memos, letters, E-mail, voicemail, and the like are frequently used in work settings. One-way messages are easy for the sender but often frustrating for the receiver, who may be left unsure of just what the sender means or wants done.

2.1.3.8 Semantic Problems

Semantic barriers to communication involve a poor choice or use of words and mixed messages (Dessler 2004). The following illustrations of the “bafflegab” that once tried to pass as actual “executive communication” are a case in point:

A. “We solicit any recommendations that you wish to make, and you may be assured that any such recommendations will be given our careful consideration.”

B. “Consumer elements are continuing to stress the fundamental necessity of a stabilization of the price structure at a lower level than exists at the present time.”

One has to wonder why these messages weren’t stated more simply as: (A) “Send us your recommendations. They will be carefully considered.”, and (B) “Consumers want lower prices.”

In this regard, the popular KISS principle of communication is always worth remembering: “Keep it short and simple.”

2.1.4 Organizational Communication

No organization exists solely in isolation with one member who has no contact with anyone or anything. The exchange of ideas, information or instructions is a fundamental of all organizations. This exchange may take place internally between different sectors or departments,

or externally with other organizations. Organizational Communication is the specific process through which 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).

Information flows in organizations through both formal and informal channels of communication. The formal communication in an organization sets out the command structure and interrelationships between the departments within it. A company organization chart will usually outline the chain of command and responsibility and hence indicate the likely information flow within that organization. Flows of communication can move upward, downward. Horizontally or diagonally and often are prearranged and necessary for performing some tasks.

Informal communications tend to co-exist alongside the formal structures that are established by management. In this way individuals formal networks and information is communicated as people chat during tea breaks, over the photocopier and as they pass in corridors. Such informal networks arise due to social needs and to fill the information gaps left by the formal communication (Hareem, 2004).

One familiar information channel is the grapevine or network of friendships and acquaintances through which rumors and other unofficial information are passed from person to person (Bateman and Snell 2004). Grapevines have the advantage of being able to transmit information quickly and efficiently. Grapevine also helps fulfill the need of people involved in them. Being part of a grapevine can provide a sense of security from "being in the know" when important

things are going on. It also provides social satisfaction as information is exchanged interpersonally. The primary disadvantage of grapevine occurs when they transmit incorrect or untimely information; Rumors can be very dysfunction to both people and organization (Schermerhorn et al, 2002).

2.1.5 Communication as a Decision-Making Tool

At least one historian of corporate management has argued that increased availability and effectiveness of communication technology allowed management to develop as a systematic method of controlling business organizations (Whetten and Cameron 2005). Certainly, the practice of management consists primarily of communication activities, and most of that communication is devoted to decisionmaking processes of one kind or another.

2.1.5.1 Written Communication as a Decision-Making Tool

When documents are well written, their management function can be invisible. The writer and reader create a relationship, share information and take action. Although they will tend to describe themselves as implementing strategy, solving a problem, or making a decision, it was the successful interaction, effective articulation of ideas, and creation of shared meaning that allowed those decisions to be made. Written communication plays a special role in this process by virtue of its permanence, prepare consistency, and precision: The decision-making importance of documents becomes most apparent when they fail. When people neglect to the reports and documentation the company need to operate, or individuals cannot easily interpret and use them for communication, the efficiency and effectiveness of the entire organization can suffer.

2.1.5.2 Oral Discussion as a Decision-making tool

Given the significant advantages of written communication, it is perhaps surprising that the bulk of managerial decision-making is oral (Abedalbaqi 2003). For most practicing managers, the time and care required to create written documents is simply more than they can spend in the whirlwind of day-to-day activities. Instead, most decisions are made “on the fly” as small groups of individuals meet, consider a problem and its potential solutions, and agree on a plan of action. Oral decision-making is particularly useful in facilitating an exchange of information, and in contextually grounding decisions. By definition, an oral communication event involves the give and take of a conversational exchange. The immediacy of feedback, including the subtle physical cues that indicate confusion, disagreement or support, allows communicators to quickly verify that information has been successfully exchanged (Bateman and Snell 2004).

2.1.5.3 Visual Communication as a Decision-Making Tool

Visual diagram can be particularly helpful when it comes to explaining relationships between facts, things or idea. Words are a basic part of communication, but they come out in a long, long string. That can make it difficult to see the connections between something said in the first paragraph and something said in the last paragraph. A writer or speaker has to provide a new paragraph to explain the relationship—perhaps after the reader or listener has already forgotten the details of the first paragraph.

2.1.6 Electronic communication

Electronic communications have revolutionized both the ability access otherpeople and to reach them almost instantaneously. We have moved from the world of the telephone, mail, photocopying, and face-to-face meetings into one of voice-mail, Email, facsimile transmission, computer-mediated conferencing, and use of the Internet and Intranets. Managers use computers not only to gather and distribute data but also to talk with others electronically. In electronic decision rooms, software supportssimultaneous access to shared files and allows people to share views and do work collectively. Advances in electronic communication technology are allowing organizations to;

(1) distribute information much faster than before; (2) make more information available than ever before; (3) allow broader and more immediate access to this information; (4) encourage participation in the sharing and use of information; and, (5) integrate systems and functions, and use information to link with environments in unprecedented ways (Whetten and Cameron 2005).

The potential disadvantages of electronic communications must also be recognized. To begin, the technologies are largely impersonal; people interact with machines, not with one another. Electronics also removes nonverbal communications from the situation—aspects that may otherwise add important context to an interaction. In addition, the electronic medium can influence the emotional aspects of communication. Some argue, for example, that it is far easier to be blunt, overly critical, and insensitive when conveying messages electronically rather than face-to-face. The term “flaming” is sometimes used to describe rudeness in electronic communication (Schermerhorn et al, 2002). In this sense, the use of computer mediation may make people less inhibited and more impatient in what they say.

Another risk of the new communication technologies is information overload. In some cases, too much information may find its way into the communication networks and E-mail systems and basically overload the systems—both organizational and individual. Individual users may have difficulty sorting the useful from the trivial and may become impatient while doing so. In all this, one point remains undeniable: New communication technologies will continue to keep changing the nature of work and of office work in particular. The once-conventional office is fast giving way to new forms such as telecommuting and the use of electronic networks. Workers in the future will benefit as new technologies allow them to spend more time out of the traditional office and more time working with customers on terms that best fit individual needs (Dessler, 2004).

2.2 Managerial Decision Making

One of the most important activities engaged in by any organization is decision making: the process of deciding what action to take; it usually involves choice between options (Adair, 2007). Obviously, the quality and timeliness of decisions made and the processes through which they are arrived at can have an important impact on organization effectiveness. Every success, every mishap, every opportunity seized or missed is the result of a decision that someone made or failed to make. Never mind what industry you're in, how big and well known your company may be, or how clever your strategy is. If you can't make the right decisions quickly and effectively, and execute those decisions consistently, your business will lose ground (Rogers and Blenko, 2006).

Major business decisions are not simply choices, but processes through which groups of people harmonize their thinking such that they come to share perceptions, goals, and values. Many researchers have contributed to this field over the years. However, only recently have the roles of both knowledge and expertise in Decision-Making become better understood and more explicit as a result of work in cognitivesciences, psychology, knowledge management, and related fields (wiig, 2004). This section discusses the kinds of decisions managers face, how they are made, and how they should be made.

2.2.1 Characteristics of Managerial Decisions

Managers face problems constantly, some problems that require a decision are relatively simple; others seem overwhelming. Some demand immediate action, while others take months or even years to unfold (Bateman and Snell, 2004).

2.2.1.1 Decision Environments

Problem-solving decisions in organizations are typically made under three different conditions or environments: certainty, risk, and uncertainty. Certain environments exist when have all the information you need, and can predict precisely the consequences of your action. When a person invests money in a savings account, for example, absolute certainty exists about the interest that will be earned on that money in a given period of time. Certainty is an ideal condition for managerial decision-making. But perfect certainty is rare (Hareem, 2004). Risk environments exist when you can estimate the likelihood of various consequences, but still do not know with certainty what will happen. For instance, managers can make statistical estimates of quality rejects in production runs, or a senior production manager can make similar estimates based on

experience. Risk is a common decision environment in today's organizations. Uncertain environments exist when you has insufficient information to know how the consequences of different actions. Uncertainty is a key difficulty in decision-making (Simon, 2000). It forces decision makers to rely heavily on individual and groupcreativity to succeed in problem solving. It requires unique, novel, and often totally innovative alternatives to existing patterns of behavior. Responses to uncertainty are often heavily influenced by intuition, educated guesses, and hunches. Furthermore, an uncertain decision environment may also be characterized as a rapidly changing organizational setting in terms of (a) external conditions, (b) the information technology requirements called for to analyze and make decisions, and (c) the personnel influencing problem and choice definitions (Schermerhorn et al, 2002).

2.2.1.2 Types of Decisions

The many routine and non-routine problems in the modern workplace call for different types of decisions. Routine problems arise on a regular basis and can be addressed through standard responses, called programmed decisions. These decisions have been encountered and made before. They have objectively correct answers and can be solved by using simple rules, policies, or numerical computation (Bateman and Snell, 2004). Examples of programmed decisions are reordering inventory automatically when stock falls below a predetermined level and issuing a written reprimand to someone who violates a certain personnel procedure. If most important decisions were programmed, managerial life would be much easier. But managers typically face non-routine problems. These non-programed decisions are new, novel, complex, and having no certain outcomes. There are varieties of possible solutions. The decision maker must create or impose methods for making the decision; there is no predetermined structure on which to rely

(Alamry and Alghalby,2007). An example is a senior marketing manager who has to respond to the introduction of a new product by a foreign competitor. Although past experience may help deal with this competitive threat, the immediate decision requires a creative solution based on the unique characteristics of the present market situation.

2.2.1.3 Conflict

Conflict, exists when the manager must consider opposing pressures from different sources, and this make the important decisions to become more difficult (Hareem, 2004). This conflict occurs at two levels. First, individual decision makers experience psychological conflict when several options are attractive, or when none of the options is attractive. For instance, a manager may have to decide whom to lay off, when he doesn't want to lay off anyone. Second, conflict arises between individuals or groups. The chief financial officer argues in favor of increasing long-term debt to finance an acquisition. The chief executive officer, however, prefers to minimize such debt and find funds elsewhere. The marketing department wants more product lines to sell to its customers, and the engineers want higher-quality products. But the production people want to lower costs by having longer production runs of fewer products with no changes. Few decisions are without conflict (Bateman and Snell, 2004).

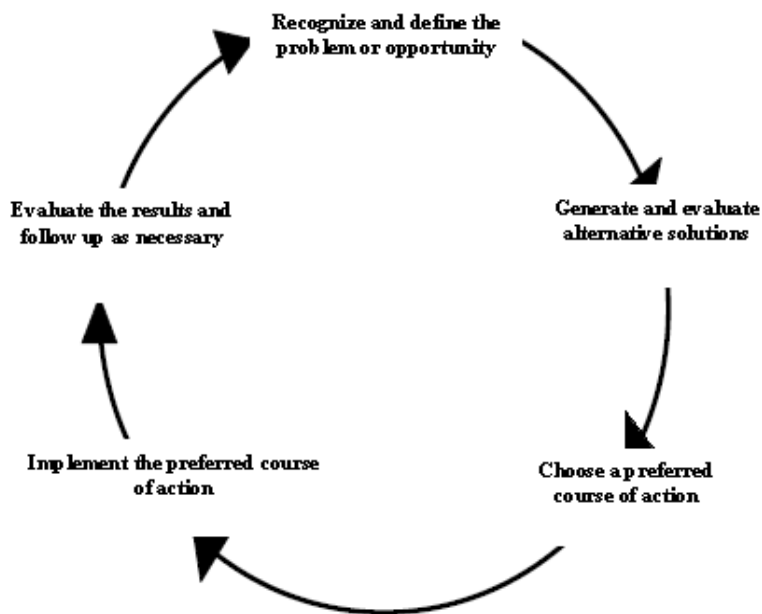
2.2.2 Decision-making Process

In decision-making, there is a classic five-step approach that decision maker should find extremely helpful. That does not mean he would follow it blindly in all situations. It is a fairly

natural sequence. Of thought, however, and so even without the formal framework he would tend to follow this mental path. The advantage of making it conscious is that it is easier to be swiftly aware when a step is missing or – more probably – has been performed without understanding or intention (Adair, 2007).

More formally, as Figure (6) illustrates, decision makers should (1) Recognize and define the problem or opportunity, (2) Generate and evaluate alternative solutions, (3) Choose a preferred course of action, (4) Implement the preferred course of action, and (5) Evaluate the results and follow up as necessary.

Figure 3: the Steps of Decision-making



Step 1. Recognize and define the problem or opportunity

The first stage in the decision-making process is to recognize that a problem exists and must be solved. A discrepancy exists between some current state of affairs and some desired state. Such

discrepancies- say, in organizational or unit performance- may be detected by comparing current performance against (1) past performance, (2) the current performance of other organizations or units, or (3) future expected performance as determined by plans and forecasts (Bateman and Snell, 2004). Recognizing that a problem exists is only the beginning of this stage. The decision maker also must dig in deeper and attempt to define the true cause of the problem (Alamry and Alghalby, 2007).

For example, a sale manager knows that sales have dropped drastically; he should not automatically reprimand his sales staff, add new people, or increase the advertising budget. He must analyze why sales are down and then develop a solution appropriate to his analysis. Asking why, of yourself and others, is essential to understand the real problem.

A great deal of communication might be necessary for a group to quantify the problem, explore the extent of its effect, and determine whether other stakeholders have differing views of the problem. There should be agreement on the definitions and significance of the problem before the decision-makers proceed to finding solutions to it. It is a good principle not to make decisions in the absence of critically important information that is not immediately to hand, provided that a planned delay is acceptable. The rapid growth of methods of communication such as faxes, voice mail, e-mail, junk mail and the internet has now contributed to a new disease: Information Overload Syndrome. A recent international survey of 1,300 managers listed the new disease's symptoms, which included a feeling of inability to cope with the incoming data as it piles up, resulting sometimes in mental stress and even physical illness requiring time off work. The survey found that such overload is a growing problem among managers – almost all of whom expect it to become worse (Adair, 2007).

Step 2. Generate and Evaluate Alternative Solutions

The second stage in the decision-making process is to explore alternative solutions to the problem identified in the previous stage. Decision-making experts call alternatives "the raw material of decision-making." (Dessler, 2004). This step really consists of two parts:

- Generating alternatives
- Evaluating alternatives

There are several ways to generate good alternatives. The following are three common ways to do that:

- 1- Brainstorming. Brainstorming can be done individually or in a group. Brainstorming requires an environment in which the participants (individuals or group members) are free to "think out loud." Participants blurt out as many ideas as possible within a specified time period. No evaluation of ideas is permitted so as to encourage the free flow of creative ideas. These ideas are recorded. When the specified time period ends, then evaluation of the ideas begin (Dessler, 2004).
- 2- Surveys. Surveys economically tap the ideas of a large group of respondents. Surveys present respondents with the problem and a series of alternative solutions.
- 3- Discussion groups. Discussion groups should consist of those who are directly involved in decision-making. In generating alternatives, the group members should:
Be comprehensive. Avoid initial judgments (as in brainstorming). Focus on the problem, not on the personalities of the people involved in the decisionmaking process (Alateia, 2003).

After you have generated alternative solutions, you must have some means of evaluating them. Fundamental to this process is to predict the consequences that will occur if the various options are put into effect. Of course, you must attempt to predict the effects on financial or other performance measures. Another part of evaluation is identifying contingencies alternative courses of action that can be implemented based on how the future unfolds (Alamry and Alghalby, 2007).

Step 3. Choose a preferred course of action

The third step in the decision-making process is to select one of the alternatives explored in Step 2 for implementation. The critical preliminary activity here is to establish the selection Criteria (Adair, 2007). After you have evaluated each alternative, one should stand out as coming closest to making the decision with the most advantages and fewest disadvantages. Important concepts here are maximizing, satisfying, and optimizing. Maximizing is making the best possible decision. In other words, maximizing results in the greatest benefit at lower cost, with the largest expected total return. It requires searching thoroughly for a complete range of alternatives, comparing one to another, and then choosing or creating the very best. Satisfying is choosing the first solution that is minimally acceptable or adequate; the choice appears to meet a targeted goal or criterion. It means that a search for alternatives stops at the first one that is okay. Commonly, people do not expend the time or energy to gather more information. Instead, they make the expedient decision based on readily available information. Let's say you are purchasing new equipment and your goal is to avoid spending too much money. You would be maximizing if you checked out all your options and their prices, and then bought the cheapest one that met your

requirements. But you would be satisfying if you bought the first one you found that was within your budget and fail to look for less expensive options. Optimizing means that you achieve the best possible balance among several goals. Perhaps, in purchasing equipment, you are interested in quality and durability as well as price. So, you buy the one with the best combination of attributes, even though there may be options that are better on the price criterion and others are better on the quality and durability criterion (Bateman and Snell, 2004).

Step 4. Implement the preferred course of action

The decision-making process does not end once a choice is made. The chosen alternative must be implemented. People who implement the decision must understand the choice and why it was made. They also must be committed to its successful implementation. These needs can be met by involving those people in the early stages of the decision process (Alamry and Alghalby, 2007). Managers should plan implementation carefully through developing an action plan, determining objectives, identifying needed resources, building a plan, and implementing the plan

Step 5. Evaluate the results and follow up as necessary

The final stage in the decision-making process is evaluating the decision. This means collecting information on how well the decision is working. Quantifiable goals (a 20 percent increase in sales, a 95 percent reduction in accidents, 100 percent on-time deliveries) can be set before the solution to the problem is implemented. Then objective data can be gathered to accurately determine the success (or failure) of the decision (Bateman and Snell, 2004).

Decision evaluation is useful whether the feedback is positive or negative. Feedback that suggests the decision is working implies that the decision should be continued and perhaps applied elsewhere in the organization. Negative feedback, indicating failure, means that either (1) implementation will require more time, resources, effort, or thought or (2) the decision was bad one. If the decision appears inappropriate, it's back to the drawing board. Then the process cycles back to the first stage: (re)definition of the problem. The decision-making process begins anew, preferably with more information, new suggestions, and an approach.

2.2.3 Barriers to Decision-making

Full execution of the five-stage decision-making process is the exception rather than the rule in managerial decision-making. But research shows that when managers use such rational process, better decisions result. Managers that make sure they engage in these processes are more effective (Bateman and Snell, 2004). Why don't people automatically invoke such rational processes? It is easy to neglect or improperly execute these processes. The problem may be improperly defined, or goals misidentified. Not enough solutions may be generated, or they may be evaluated incompletely. A satisfying rather than maximizing choice may be made. Implementation may be poorly planned or executed, or monitoring may be inadequate or nonexistent. And decisions are influenced by subjective Psychological biases, time pressure, social realities, Organizational structure, and degree of certainty.

2.2.3.1 Psychological Biases

One set of barriers that influence decision-making stems from human nature itself. Decision makers are far from objective in the way they gather, evaluate, and apply information toward making their choices. Following are some examples that represent documented subjective biases:

a) The Availability Bias

Managers tend to use only the information available and give more weight to more recent behavior. This is because of that, the managers use information readily available from memory to make judgments. The bias, of course, is that readily available information may not present a complete picture of a situation. For example, if you had a perfect on-time work attendance record for nine months but then were late for work four days during the last two months because of traffic, shouldn't your boss take into account your entire attendance history when considering you for a raise?

b) Illusion of Control

It is a belief that one can influence events even when one has no control over what happen. Gambling is one example: Some people believe they have the skills to beat the odds even though most people, most of the time, cannot. In business, such overconfidence can lead to failure because decision makers ignore risks and fail to objectively evaluate the odds success. Relatedly, they may have an unrealistically positive view of themselves or their companies believe they can do no wrong, or hold a general optimism about the future that can lead them to believe they are immune to risk and failure (Bateman and Snell, 2004).

c) The Representativeness Bias

This is an example of the tendency to generalize from a small sample or a single event. The bias here is that just because something happens once, that doesn't mean it is representative that it will happen again or will happen to you. For example, just because you hired an extraordinary sales representative from a particular university, that doesn't mean that same university will provide an equally qualified candidate next time. Yet managers make this kind of hiring decision all the time (Alateia, 2003).

d) Framing Effects

Framing effects refer to how problems or decision alternatives are phrased or presented, and how these subjective influences can override objective facts. In one example, managers indicated a desire to invest more money in a course of action that was reported to have a 70 percent chance of profit than in one said to have a 30 percent of loss. The choices were equivalent in their chances of success; it was the way the options were framed that determined the managers' choices. Thus, framing can exert an undue, irrational influence on people's decisions.

e) The Anchoring Bias

Managers tend to make decisions based on an initial figure. The bias is that the initial figure may be irrelevant to market realities. For instance, managers will often give their employees a standard percentage raise in salary, basing the decision on whatever the workers made the preceding year. They may do this even though the raise may be completely out of alignment with what other companies are paying for the same skills (Dessler, 2004).

f) The Escalation of Commitment Bias

If you really hate to admit you are wrong, you need to be aware of the whereby decision makers increase their commitment to a project despite negative information about it (Robbins, 2003). This is called escalating commitment—continuation and renewed efforts on a previously chosen course of action, even though it is not working. Decision makers may rationalize negative feedback as a temporary condition, protect their egos by not admitting that the original decision was a mistake, or characterize any negative results as a “learning experience” that can be overcome with added future effort. The self-discipline required admitting mistakes and change direction, however, is sometimes difficult to achieve.

Escalating commitments are a form of decision entrapment that leads people to do things that the facts of a situation do not justify. We should be proactive in spotting “failures” and more open to reversing decisions or dropping plans that do not appear to be working. But again, this is easier said than done. Good decision makers know when to call it quits. They are willing to reverse previous decisions and stop investing time and other resources in unsuccessful courses of action. Escalating commitment is reflected in the popular adage, “If at first you don’t succeed, try, try, again.” (Schermerhorn et al, 2002).

2.2.3.2 Time Pressures

While a certain amount of analysis is required to make informed, today’s fast changing business environment might not wait around for you to make a decision that takes too long. If you are slowing down the decision-making process in your organization to a snail’s pace, there’s a good chance that you’ve become someone who is resisting change rather than embracing it (Nelson and Economy, 2005). The most conscientiously made business decisions can become irrelevant

and even disastrous if managers take too long to make them. A recent study of decision-making processes in microcomputer firms which are a high-tech, and fast paced industry, showed some important differences between fast –acting and slower-acting firms. The fast-acting firms realized significant competitive advantages without sacrificing the quality of their decisions (Bateman and Snell, 2004).

2.2.3.3 Social Realities

Many decisions are made by a group rather than by an individual manager. In slow-moving firms, interpersonal factors decrease decision-making effectiveness. Even the manager acting alone is accountable to the boss and to others and must consider the preferences and reactions of many people. Important managerial decisions are marked by conflict among interested parties. Therefore, many decisions are the result of intensive social interactions, bargaining, and politicking (Alamry and Alghalby, 2007).

2.2.3.4 Organizational structure

There may be so much organizational red tape that decision-making is limited to decision by president. Department managers may lack sufficient authority to make decisions and may be required to submit to a committee process for some decisions. Decisions made in other departments may, in turn, affect their own, but they may have no influence in those areas. There may be a lack of sufficient coordination in decision making throughout the organization.

2.2.3.5 Degree of Certainty

Degree of certainty under which decisions are made tends to impose limits on choice. Under conditions of high certainty, the risk involved in decision-making is low and decisions may become routine (Hareem, 2004). After they have been standardized through the use of policies, procedures, and rules, routine decisions may be made at lower levels of the organization. Conditions of relative uncertainty obviously increase risk, and managers attempt to evaluate alternatives in terms of probable payoff (Alamryand Alghalby, 2007). Statistical analysis of data, market research, and forecasting are a few of the decision-making tools that may be employed in assessing comparative probability. Decisions made under great uncertainty involve the highest level of risk, and the burden for making such decisions belongs to the top echelons of the organization.

2.2.4 Organizational decision making

In organizations decisions are constantly made by individuals and groups (Gruning and Kuhn, 2005). To understand decision-making in organizations, a manager must consider a number of additional concepts and processes, including (1) Negotiation and Decision-making, (2) Decision-Driven Organization, (3) Organizational Constraints on Decision-making, and (4) How Decisions are made in Organizations

2.2.4.1 Negotiation and Decision-making

Negotiation has special significance in work settings, where disagreements are likely to arise over such diverse matters as wage rates, task objectives, performance evaluation, job assignments, work schedules, work locations, and more. Negotiation is the process of communicating back and forth for the purpose of reaching a joint decision. This process can

break down because of a telling problem—the parties don't really talk to one another, at least not in the sense of making themselves truly understood. It can also be damaged by a hearing problem—the parties are unable or unwilling to listen well enough to understand what each other is saying. Indeed, positive negotiation is most likely when each party engages in active listening and frequently asks questions to clarify what the other is saying. Each party occasionally needs to “stand in the other party's shoes” and to view the situation from their perspective (Goodwin and Wright, 2004).

2.2.4.2 Decision–Driven Organization

The defining characteristic of high-performing organizations is their ability to make good decisions and to make them happen quickly. The companies that succeed tend to follow a few clear principles. Some decisions matter more than others. The decisions those are crucial to building value in the business the ones that matter most. Some of them will be the big strategic decisions, but just as important are the critical operating decisions that drive the business day to day and are vital to effective execution.

A company that makes good decisions quickly has a higher metabolism, which allows it to act on opportunities and overcome obstacles. The best decision makers create an environment where people can come together quickly and efficiently to make the most important decisions (Rogers and Blenko, 2006). Decision roles trump the organizational chart. No decision-making structure will be perfect for every decision. The key is to involve the right people at the right level in the right part of the organization at the right time. A well-aligned organization reinforces roles. Clear decision roles are critical, but they are not enough. If an organization does not reinforce the right approach to decision-making through its measures and incentives, information flows, and

culture, the behavior will not become routine. Practicing beats preaching. Involve the people who will live with the new decision roles in designing them. The very process of thinking about new decision behaviors motivates people to adopt them. How clear decision roles, enhance organizational performance (Rogers and Blenko, 2006).

2.2.4.3 Organizational Constraints on Decision-making

The organization itself constrains decision makers, for instance, shapes their decisions to reflect the organization's performance evaluation and reward system and organizationally imposed time constraints. Previous organizational decisions also act as precedents to constrain current decisions.

a) Performance Evaluation

Managers are strongly influenced in their decision-making by the criteria by which they are evaluated (Hareem, 2004). If a division manager believes that the manufacturing plants under his responsibility are operating best when he hears nothing negative, we should not be surprised to find that his plants managers spend a good part of their time ensuring that negative information does not reach the division boss.

b) System-Imposed Time

Constraints Organizations impose datelines on decisions. For instance, department budgets need to be completed by next Friday. Or the report on new product developments to be ready for the executive committee to review by the first of the month. A host of decisions has to be made quickly in order to stay ahead of the competition and keep customers satisfied. Moreover, almost all important decisions come with explicit deadlines. These conditions time pressures on decision

makers and often make it difficult, if not impossible, to gather all the information they might like before having to make a final choice (Adair, 2007).

c) Cultural Differences

Cultural background of the decision maker can have significant influence on his or her selection of problems, depth of analysis, the important placed on logic and rationality, or whether organizational decisions should be made autocratically by an individual manager or collectively in groups. For instance, Arab don't necessarily make decisions the same way that Canadians do (Robbins, 2003).

2.2.5 Computer-Mediated Decision-Making

As in nearly every other aspect of business life, computers have entered the area of decision-making, where they are useful not only in collecting information more quickly but also offering several advantages, including the benefits of anonymity, greater number of ideas generated, efficiency of recording and storing for later use, ability to handle large groups with geographically dispersed members, and in reducing roadblocks to group consensus (Schermerhorn et al, 2002).

Computer support for group decision-making, including developments with the Internet and with intranets, has broken the decision-making meeting out of the confines of face-to-face interactions. With the software now available, problems can be defined and decisions can be made through virtual teamwork by people in geographically dispersed locations. We know that group decision software can be especially useful for generating ideas. The growing use of electronic brainstorming is one example of the trend toward virtual meetings. Assisted by special

software, participants use personal computers to enter ideas as will, either through simultaneous interaction or over a period of time. The software compiles and disseminates the results.

2.2.5.1 Advantages of Electronic Meetings

- Usually less costly than face-to-face meetings. There is no travel, accommodation, or meeting room costs involved.
- Less disruptive. Members can participate from the comfort of their own offices or homes. If it is not practical to start a virtual meeting on time, members can work on other things while they are waiting in their own offices or homes.
- Tend to be more efficient, focused, and businesslike than face-to-face meetings. Members are less likely to digress, ramble, or be casual about the meeting.
- Are ideal for simple decisions that need to be made between face-to-face meetings. A face-to-face meeting becomes something to look forward to, since it is more substantive issues (Mina, 2002).

2.2.5.2 Disadvantages of Electronic Meetings

- It is difficult to respond to facial and vocal expressions. Members may be listening or reading the words, but may miss the ideas and the passion behind them. Therefore, the decisions may not be as holistic as they need to be.
- It is difficult to detect an emotional reaction to the discussion and respond to it with a supportive statement, without seeing the individual who may need this support.
- It is easy to tune out in a virtual meeting, without anyone knowing that you are doing it

- Virtual meetings do not engage people on a human or social level to the extent that face-to-face meetings do. The business may indeed be done efficiently, but without the social and human interaction, there is no real opportunity to build cohesion, teamwork, synergy, and loyalty to the organization.

- It is more challenging to maintain privacy and confidentiality in a virtual meeting, e.g., an e-mail exchange or an electronic meeting may offer less protection of information. Therefore, people may be less comfortable discussing sensitive issues (Mina, 2002).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

To accomplish the research objectives specified in chapter 1, this study was conducted using survey questionnaire that measures the variables and their relations was developed. The questionnaires was generated and then was administered to a large group of FBN Sokoto employees in the three most important managerial levels (Top management, middle management, and low level management) The data collected from the survey were analyzed to test their related hypotheses.

3.2 Data Collection

As the study follows the analytical descriptive methodology, different tools to collect primary and secondary data were utilized as follows:

3.2.1 Secondary data

To introduce the theoretical literature of the subject, the following data sources were used:

- Books and references about business communication and decision-making.
- Periodicals, published papers and articles.
- FBN's reports and statistics
- Web sites.

3.2.2 Primary data

To collect the primary data of the research, a questionnaire was developed and distributed to the sample of the study. This questionnaire consists of two parts:

Part one: Include the personal and professional information about the subjects.

Part two: Include the three dimensions of the study, which are:

- 1- The effect of using MCTs on decision-making process at FBN.
- 2- The effect of communication methods on decision-making process at FBN.
- 3- The effect of employee's communication skills on decision-making process at FBN.

3.2.3 Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the important (0, 1, 2, 3, 4) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels. Based on Likert scale we have the following:

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Scale	0	1	2	3	4

3.3 Statistical Analysis Tools

The researcher used data analysis both qualitative and quantitative data analysis methods. The Data analysis will be made utilizing (SPSS). The following statistical tools were utilized:

1. Cronbach's Alpha for Reliability Statistics
2. Spearman's rank correlation for validity
3. Frequency and Descriptive analysis

3.4.1 Validity of the Questionnaire

Statistical test were used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of like scale.

The researcher assessed the field's structure validity by calculating the correlation coefficients of each field of the questionnaire and the whole of questionnaire.

Table 2 Correlation coefficient of each field and the whole of questionnaire

No.	Dimension	Spearman correlation coefficient	P-value (sign)
1.	The effect of using MCTs on decision-making process at FBN	.879	0.000*
2.	The effect of communication methods on decision-making process at FBN	.692	0.000*
3.	The third dimension: The effect of employee's communication skills on decision-making process at FBN	.876	0.000*

*** Correlation is significant at the 0.05 level**

Table (2) clarifies the correlation coefficient for each filed and the whole questionnaire. The p values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

3.4.2 Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (Polit& Hunger, 1985). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (Polit&Hunger, 1985).

Alpha Cronbach's Coefficient

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table 3 Cronbach's Alpha for each field of the questionnaire and all the questionnaire

No.	Dimension	Cronbach's Alpha
1	The effect of using MCTs on decision-making process at FBN	0.784
2	The effect of communication methods on decision making process at FBN	0.711
3	The third dimension: The effect of employee's communication skills on decision making process at FBN	0.878
	All paragraphs	0.903

Table (3) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.711 and 0.878. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.903 for the entire questionnaire which indicates an

excellent reliability of the entire questionnaire. Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample

3.5 Research Population and Sample Selection

3.5.1 Research Population

The research population consists of all employees in the low level management, middle level management, and top level management (446 in number). Table (4) sheds more light on the distribution of study population according to post title:

Table 4 Distribution of population according to post title

Post Title	No. of employees at FBN Sokoto
Top Management	39
Middle Management	100
Low Level Management	307
TOTAL	446

3.5.2 Sample Selection

The research utilized stratified random method according to managerial level in collecting the sample. The percent that each post title represents in the total number of employees was multiplied by the required number of sample, which is 340. Table (5) shows the distribution of stratified random sample among post titles:

Table 5 Sample selection by using stratified random sampling

No.	Post Title	No. of employees	Percentage	Sample	Response
1.	Top management	39	8.74%	30	30
2.	Middle Management	100	22.42%	76	60
3.	Low Level Management	307	68.84%	234	182
	TOTAL	446	100%	340	272

Three hundred and forty questionnaires were distributed. The response percentage was 82.1% i.e. 279 out of 340 questionnaires were collected, and seven were not valid.

3.6 Characteristics of the Sample

This section examined the personal and organizational characteristics of the sample

3.6.1 Gender

Table (6) below, presents that there was 89% of respondents are males and 11% of respondents are female

Table 6 Distribution of sample according to gender

Gender	Frequency	Percentage
Male	242	89%
Female	30	11%
Total	272	100%

3.6.2 Age

Table (7) below, shows that there was 0.7% of respondents are less than 25 years, 5.9% of respondents are from 25 to < 30 years, 25.4% of the respondents are from 30 to < 35 years, 28.7% of the respondents are from 35 to < 40 years, while 24.3% of the respondents are from 40 to < 45 years, and the last category "> 45" represent 15.1% of the respondents. These results imply that 78.4% of the research sample are from 30 to < 45 years old.

Table 7 Distribution of sample according to Age

Age	Frequency	Percent(%)
Less than 25	2	0.7
From 25 to less than 30	16	5.9
From 30 to less than 35	69	25.4
From 35 to less than 40	78	28.7
From 40 to less than 45	66	24.3
45 years and Above	41	15.1
Total	272	100

3.6.3 Marital Status

Table (8) below shows that there was 5.1% of the respondents are single, 93.8% of the respondents are married and 1.1% of the respondents are in other status.

Table 8 Distribution of sample according to marital status

Marital Status	Frequency	Percent(%)
Single	14	5.1
Married	255	93.8
Divorce	2	0.7
Widow	1	0.4
Total	272	100

4.6.4 Qualification

Table (9) below shows that most of the employees has bachelor or equivalent 70.6% of the respondents, this table also shows that 14% of the respondents has higher education and this is a normal situation since FBN is High Technology-Based company. Moreover, this table shows that 12% of the respondents has diploma, while 2.9% of the respondents has secondary school certificate and 0.4% of the respondents has a certificate less than secondary school.

Table 9 Distribution of sample according to qualification

Qualification	Frequency	Percent (%)
Less than Secondary	1	0.4
Secondary	8	2.9
Diploma	33	12.1
Bachelor or Equivalent	192	70.6
Higher Education	38	14.0
Total	272	100

3.6.5 Experience

Table (10) below shows that there was 4.4% of the respondents have less than 5years experience, 18.4% of the respondents have from 5 to < 10years experience, 60.7% of the respondents have from 10 to < 15years experience, and 16.5% of the respondents have more than 15years experience. These results reflect that 95.6% of the sample has 5 years and more experience, which probably reflects capabilities of the sample

Table 10 Distribution of sample according to experience

Experience	Frequency	Percent (%)
Less than 5years	12	4.4
From 5 to less than 10 years	50	18.4
From 10 to less than 15 years	165	60.7
15 years and Above	45	16.5
Total	272	100

3.6.6 Managerial Level

Table (11) below shows that there was 11.8% of the respondents are classified from the top management, 22.1% of the respondents are classified from the middle management, while more than 66% of the respondents are from the low management level, and this results from the fact that the number of the employees at the low level management are more than those at the middle and top management levels and that the response rate is more than the required sample in the top management level.

Table 11 Distribution of sample according to managerial level

Managerial Level	Frequency	Percent (%)
Top Management	32	11.8
Middle Management	60	22.1
Low Level Management	180	66.2
Total	272	100

3.6.7 Number of training courses in the field of business communication:

Table (12) shows that 70.6% of the respondents got from 0 to 3 training courses in the field of business communication, 23.5% of the respondents got from 4 to 7 training courses in the field of business communication, and 5.9% of the respondents got 8 and more training courses in the field of business communication. Moreover, the average number of training courses in the field of business communication is approximately three training courses (Exactly 2.88). These results reflect that the majority of the sample got training courses in the field of business communication, which probably reflects capabilities, and efficiency of the sample.

Table 12 Distribution of sample according to number of training courses in the field of business communication

Number of training courses	Frequency	Percent (%)
0 – 3	192	70.6
4 – 7	64	23.5
8 and Above	16	5.9
Total	272	100

3.6.8 Percentage of time allocated for communication

Table (13) shows that there was 14.7% of the respondents allocate from 0% to 20% of their working time for communication, 22.8% of the respondents allocate from 21% to 40% of their working time for communication, 17.3% of the respondents allocate from 41% to 60% of their working time for communication, 32.4% of the respondents allocate from 61% to 80% of their working time for communication, and 12.9% of the respondents) allocate from 81% to 100% of their working time for communication. Moreover, the average percentage of time allocated for communication is 54.2%; which is close to the results of some studies that found managers spent 60% to 80% of their time communicating (Dessler, 2004).

Table 13 Distribution of sample according to percentage of time allocated for Communication

Percentage of Time Allocated for communication	Frequency	Percent (%)
0% - 20%	40	14.7
21% - 40%	62	22.8
41% - 60%	47	17.3
61% - 80%	88	32.4
81% - 100%	35	12.9
Total	272	100

CHAPTER FOUR: DATA ANALYSIS AND HYPOTHESIS TESTING

4.1 Introduction

This chapter presents the analysis of the survey data and the results of the tests of the hypotheses proposed in chapter one. This chapter is organized into three major sections as follow. The first section examines the type of data. The second section analyzes and discusses the dimensions of the questionnaire. The final section presents the hypotheses test results.

4.2 Data analysis and Discussion

4. 2.1 Analysing the First dimension

First dimension: The effect of using MCTs on decision-making process at FBN sokoto.

Table 14 Mean and Sign test for each paragraph of the first dimension and the Total of this dimension

No.	Paragraphs	Mean	Porportional mean	Sign test	P- value (sig)	Rank
1	MCTs (E-mail, V.C., Internet, Intranetetc) enhance the efficiency of communication among employees	3.6	91.2	16.2	0.000*	2
2	MCTs make attaining information easier	3.7	93.1	16.3	0.000*	1
3	MCTs assist in assigning clear responsibilities for the employees	3.1	78.0	14.6	0.000*	9
4	MCTs at FBN assist in providing updated Data Base of understanding works' obstacles and their on line developing stages	3.2	78.4	14.6	0.000*	8
5	MCTs enhance positive relations among employees	2.8	70.2	12.0	0.000*	13
6	Modern communication techniques assist in implementing decentralization in decision-making	2.5	61.6	7.4	0.000*	16
7	FBN does not exaggerate in stressing the confidentiality of information exchanged which leads to employees being effectively benefited from modern communication techniques	2.6	65.0	9.7	0.000*	15
8	MCTs are effectively used to increase communication	3.0	76.0	13.8	0.000*	10

	opportunities between clients and distributors					
9	FBN uses MCTs that motivate employees to participate which consequently lead to numerous alternatives to the problems encountered.	3.2	79.6	14.9	0.000*	7
10	Communication technologies are frequently updated at FBN to adapt with the rapid acceleration in technologies	3.2	80.4	15.1	0.000*	5
11	MCTs are impersonal (no human feelings and senses)	2.2	53.8	1.7	0.095*	17
12	MCTs help me organize the daily work job	3.2	81.2	15.5	0.000*	4
13	MCTs assist in reducing mistakes committed at work	2.9	73.7	13.6	0.000*	12
14	E-mail is used for routine communications which do not need sending complicated information	2.7	67.7	9.7	0.000*	14
15	E-mail is not improperly used in unnecessary communication.(not related to work job)	1.8	46.0	-3.1	0.002**	18
16	Electronic communications' methods enable me to follow up my tasksremotely (away from the office)	3.2	79.8	12.9	0.000*	6
17	Intranet and internet networks are efficiently and effectively used for they include attainable essential information.	3.4	84.6	14.9	0.000*	3
18	MCTs enhance FBN staff members' abilities to adopt decisions on the team level.	3.0	74.9	13.8	0.000*	11
	All paragraphs	3.0	74.2	16.1	0.000*	

* Mean is significantly greater than 50% (Middle percentage)

** Mean is significantly smaller than 50% (Middle percentage)

Following are the analysis of the paragraphs of table (14) according to the ranking

of each paragraph:

- The mean of paragraph #2 “MCTs make attaining information easier” equals 3.7 (The maximum value = 4) and the proportional mean equals 93.1%. The value of sign test equals 16.3 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle

point 50%, so we conclude there is an agreement from the respondents' point of view about this paragraph. This result shows that indeed MCTs is essential fast reliable factor tool in collecting and gathering the required information, it allows input from the many instead of just the few and allows information to be easily shared electronically among a large number of team members. This result is logic since most FBN employees have computers, e-mail accounts, and Internet access, which facilitate their ability to get the required information, thus enhancing organizational communication, team collaboration, and decision-making process.

- The mean of paragraph #1 “MCTs (E-mail, V.C., Internet, Intranet etc) enhance the efficiency of communication among employees.” Equals 3.6 (The maximum value = 4) and the proportional mean equals 91.2%. The value of sign test equals 16.2 with sig. (pvalue) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents' point of view about this paragraph. The result of this paragraph indicates that MCTs, which used by FBN enable the company to increase team member participation, offer flexibility over time and distance, and archive a permanent record of all discussion. In this regard, FBN encourages its employees to use e-mail, video conferencing, and Internet communication, because it is a cheaper alternative than having a team meeting at a common location. Moreover, this helps FBN to overcome some of its constrains such as time pressure and the geographic distribution of team members.

- The mean of paragraph #17 “Intranet and internet networks are efficiently and effectively used for they include attainable essential information.” Equals 3.4 (The maximum value = 4) and the proportional mean equals 84.6%. The value of sign test equals 14.9 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents' point of view about this paragraph. This answer confirms that FBN’s Internet and Intranet serve FBN's employees and promote a sense of community among them regardless of their location in Nigeria. They have the required policies, work procedures, employees' insurance details, and news. Other recently launched pages include the market studies page and the Saving Fund page, both allowing employees easy access to useful information and forms.

- The mean of paragraph #12 “MCTs help me organize the daily work job.” Equals 3.2 (The maximum value = 4) and the proportional mean equals 81.2%. The value of sign test equals 15.5 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents' point of view about this paragraph. From this result, we can say that there was a consensus from most of the respondents about the benefit of modern communications technologies in organizing their daily work job duties. This answer is logic since these technologies make the creation of memo, letter and proposal writing easier by providing reliable tools to correct misspelled words, and grammars

errors. Moreover, it provides the ability to set up calendar and schedule for meetings, visiting surveys and interviews, which make work-achieving tasks easier more organized successfully.

- The mean of paragraph #10 “Communication technologies are frequently updated at FBN to adapt with the rapid acceleration in technologies.” Equals 3.2 (The maximum value = 4) and the proportional mean equals 80.4%. The value of sign test equals 15.1 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents' point of view about this paragraph. This result is as expected since FBN continues to use the most up-to- date technologies in order to increase the performance of the employees and to maximize the customer's satisfaction.

- The mean of paragraph #16 “Electronic communications’ methods enable me to follow up my tasks remotely (away from the office).” Equals 3.2 (The maximum value = 4) and the proportional mean equals 79.8%. The value of sign test equals 12.9 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents' point of view about this paragraph. This answer indicates that FBN today increasingly relies on electronic communication to link employees electronically and to, therefore, provide instantaneous communication organization wide. FBN used the internet technologysuch as VPN and dial up to give its managers and

supervisors the access to its archives,libraries, and e-mail. This enables the employees to follow up their work while they are at home which accordingly, increase the productivity, reduce the costs and make them use the time effectively.

- The mean of paragraph #3 “MCTs assist in assigning clear responsibilities for the employees” equals 3.1 (The maximum value = 4) and the proportional mean equals 78.0%. The value of sign test equals 14.6 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents' point of view about this paragraph. This indicates that there is a clear responsibility at FBN. It has already define who has responsibility to make decisions, who has input and who is charged with putting the decisions into action. MCTs helped in setting that through the formal communications and the used systems. For example, the finaclefinancial system has clear responsibilities for cash management level starting from the approvals on projects and ending by closing these projects after the implementation.

- The mean of paragraph #18 “MCTs enhance FBN staff members’ abilities to adopt decisions on the team level.” Equals 3.0 (The maximum value = 4) and the proportional mean equals 74.9%. The value of sign test equals 13.8 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle point 50%, so we conclude there is an

agreement from the respondents' point of view about this paragraph. The positive answer to this paragraph supports the previous answers, which were obtained from respondents in this dimension. These technologies allow the possibility of creating a greater quantity and quality of information in the decision-making process through the creation of many ideas and the simultaneous evaluation of many alternatives by a large number of people. As well, these technologies increase the possibility for rapid decisions because of the simultaneous consideration of multiple alternatives. Moreover, MCTs allow rapid strategy or process change as new information becomes available, and this rapidity can result in a more effective communication because all team members are immediately informed of these shifts instead of continuing to work toward old objectives or under old understandings instead of waiting weeks for the next face-to-face meeting only to discover such a shift in direction or strategy is a classic consequence of ineffective teamwork and communication in synchronous teams.

- The mean of paragraph #7 "FBN does not exaggerate in stressing the confidentiality of information exchanged which leads to employees being effectively benefited from modern communication techniques." equals 2.6 (The maximum value = 4) and the proportional mean equals 65.0%. The value of sign test equals 9.7 with sig. (p-value) equals 0.000 which is smaller than the level of

significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents' point of view about this paragraph. This indicates that the respondents are satisfied with their authorities to access the company's resources to get the required information that needed to perform their tasks by using the modern communication tools that used at FBN.

- The mean of paragraph #15 "E-mail is not used in sending unnecessary communication. (not related to work job)" equals 1.8 (The maximum value = 4) and the proportional mean equals 46.0%. The value of sign test equals -3.1 with sig. (p-value) equals 0.002 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is **negative**, then the mean of this paragraph is significantly **smaller** than the middle point 50%, so we conclude there is disagreement from **the respondents' point of view about this paragraph**. This result indicates that the company is facing a problem with the most commonly used communication tool, which is the e-mail. Many unrelated

to job messages are transmitted through this system. These messages consumed too much time and waste employee's efforts. Moreover, this could cause an information overload where employees may have difficulty sorting the useful from the trivial messages and may become impatient while doing so.

FBN uses the advantages of these technologies effectively and efficiently to enhance the decision making process. As shown in table (21) the mean of the total dimension equals 3.0 (The maximum value = 4) and the proportional mean equals 74.2%. The value of sign test equals 16.1 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this dimension differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this dimension is significantly greater than the middle point 50%, so we could conclude there is an agreement from the respondents' point of view about this dimension.

4.2.2 Analysing the second dimension

Second dimension: The effect of communication methods on decision-making process at FBN

Table 15 Mean and Sign test for each paragraph of the second dimension and the total of this dimension

No.	Paragraph	Mean	Proportional mean	Sign Test	P-value (sig.)	Rank
-----	-----------	------	-------------------	-----------	----------------	------

1	Oral communication methods (personal interviews, telephone calls, meetings, presentations etc.) encourage employees to pose questions for vague issues that they may face.	3.3	81.5	15.6	0.000*	1
2	Work meetings enhance creative thinking, which assist in adopting proper decisions.	3.3	81.4	15.5	0.000*	2
3	Oral communication methods provide employees with simultaneous feedback which enhance the effectiveness of communication process	3.1	78.0	15.0	0.000*	4
4	Written communication methods (reports, memos, letters, etc.) provide employees with the ability to analyze messages.	3.1	77.2	14.7	0.000*	5
5	Periodic reports are properly utilized to easily and quickly identify the problem encountered	3.1	76.6	14.4	0.000*	6
6	Written communication methods provide employees with the ability to send messages to the different concerned parties	2.8	70.6	9.5	0.000*	10
7	More than one communication method can be used at once to achieve the related target (example: sending a written message and then follow it up with telephone call for clarifying the issue).	3.0	75.6	12.1	0.000*	7
8	I prefer handling the complicated problems through oral communication	2.6	64.6	7.1	0.000*	12
9	Brainstorming sessions can be utilized to explore many alternative for the problem encountered	2.9	72.5	12.9	0.000*	9
10	Personal interviews provide employees with the ability to exchange information, signals, signs, and emotions that assist in overcoming complicated obstacles	3.2	79.0	15.2	0.000*	3

11	I resort to written communication methods to address my direct supervisors at work.	2.7	66.4	8.7	0.000*	11
12	Informal communication channels (social relations among individuals and or groups at the company) are properly used to deliver essential information.	2.4	59.4	6.4	0.000*	13
13	Horizontal communications contribute to solving problems among the existing departments	3.0	74.1	14.1	0.000*	8
	All Paragraphs	2.9	73.6	16.1	0.000*	

* Mean is significantly greater than 50% (Middle percentage)

Following are the analysis of the paragraphs of table (22) according to the ranking of each paragraph:

- The mean of paragraph #1 “Oral communication methods (personal interviews, telephone calls, meetings, presentations etc.) encourage employees to pose questions for vague issues that they may face.” equals 3.3 (The maximum value = 4) and the proportional mean equals 81.5%. The value of sign test equals 15.6 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents’ point of view about this paragraph. It is clear from this result; most of the respondents rely more on

oral communication method for addressing ambiguous and fast-changing situations. This method is the richest medium, it is more accurate, more extensive use of direct person-to-person interaction of decisions, fewer mistakes occurs, and fewer problems arise.

- The mean of paragraph #2 "Work meetings enhance creative thinking which assists in adopting proper decisions." equals 3.3 (The maximum value = 4) and the proportional mean equals 81.4%. The value of sign test equals 15.5 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents' point of view about this paragraph. This result confirms the result of paragraph #1 in this dimension since, business meetings is useful in facilitating an exchange of information and in contextually grounding decisions. Meetings are very important tool that used by FBN

for generating ideas, expanding thought, and enhancing creative thinking, which can dramatically impact the ultimate success of decisions. This result is expected since meetings are characterized by a use of personal narratives, examples, and experiences.

- The mean of paragraph #10 "Personal interviews provide employees with the ability to exchange information, signals, signs, and emotions that assist in overcoming complicated obstacles." equals 3.2 (The maximum value = 4) and the proportional mean equals 79.0%. The value of sign test equals 15.2 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents' point of view about this paragraph. It is not surprising that there is a consensus from most of the respondents about the important of nonverbal messages since nonverbal messages can support or undermine the stated message. Research has been estimated that in conversation

involving two people, verbal aspects of a message account for less than 5% of the meaning, whereas nonverbal aspects of a message account for 95% of the meaning (Dessler, 2004). Nonverbal communication takes place through facial expression, body position, eye contact, and other physical gestures.

- The mean of paragraph #3 "Oral communication methods provide employees with simultaneous feedback which enhance the effectiveness of communication

process” equals 3.1 (The maximum value = 4) and the proportional mean equals 78.0%. The value of sign test equals 15.0 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents’ point of view about this paragraph. This answer confirms the previous results of paragraphs #1 and #2 in this dimension that most of the respondents prefer to use the oral communication method. FBN employees are very familiar with oral communications (face-to-face discussion, telephone conversation, and formal presentations) where communication is immediate and any response or feedback is immediate. In addition they are able to use body language and voice tone in the communication to help add extra emphasis to particular points or to convey doubts and feeling. Because it is more accurate and effective than other methods, FBN sets oral communication apart as being special.

- The mean of paragraph #4 “Written communication methods (reports, memos, letters, etc.) provide employees with the ability to analyze messages.” equals 3.1 (The maximum value = 4) and the proportional mean equals 77.2%. The value of sign test equals 14.7 with sig. (p-value) equals 0.000 which is

smaller than the level of significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents' point of view about this paragraph. This result indicates that written communication plays an important role in decision-making

process at FBN. Employees are familiar with written communication (memos, letters, reports, e-mail, computer files, and other written documents). Benefits of using written messages are that the messages can be revised several times, it can be saved, the receiver has more time to analyze the messages, and employees separated by both time and space can participate in decision-making process.

- The mean of paragraph #5 "Periodic reports are properly utilized to easily and quickly identify the problem encountered." equals 3.1 (The maximum value = 4) and the proportional mean equals 76.6%. The value of sign test equals 14.4 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean

of this paragraph is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents' point of view about this paragraph. This result is logic because, FBN increasingly depends on communication applications (e.g. financial system) that provide managers and supervisors timely and accurate reports to identify and analyse problems.

- The mean of paragraph #12 "Informal communication channels (social relations among individuals and or groups at the company) are properly used to deliver essential information." equals 2.4 (The maximum value = 4) and the proportional mean equals 59.4%. The value of sign test equals 6.4 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents' point of view about this paragraph. In one study to discover what excellent, highly innovative companies

were doing that caused them to be excellent, one of the notable finding was that these firms put enormous effort into fostering informal communication (Dessler, 2004). In spite of this agreement, FBN should pay more attention to

manage the informal communication; this will in order enable it to be quicker on its feet, and also more innovative.

Results of the paragraphs in the second dimension show that most of the respondents agree on that the type of used communication methods positively related to decision making process. Most of them prefer to use the oral communication method for solving complicated problems since oral communication provides ability to exchange information, signals, signs, emotions, and fast feedback. As shown in table (15) the mean of the total dimension equals 2.9 (The maximum value = 4) and the proportional mean equals 73.6%. The value of sign test equals 16.1 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this dimension differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this dimension is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents' point of view about this dimension.

4.2.3 Analysing the Third dimension

Third dimension: The effect of employee's communication skills on decision-making process at FBN

Table 16 Mean and Sign test for each paragraph of the third dimension and the total of this dimension

No	Paragraphs	Mean	Proportional mean	Sign test	P-value (sig.)	Rank
1	I listen carefully during the communication process	3.5	87.3	16.2	0.000*	1
2	I do not hesitate to repeat the points that I understood to confirm my understanding.	3.0	75.9	13.8	0.000*	11
3	During listening, my direct supervisor tends to reduce interruption and noise. (Example: close the door, stop receiving calls etc.) through addressing listening operations.	2.5	62.1	8.0	0.000*	22
4	Direct supervisors do not stress on their opinions and always listen to others	2.4	60.3	7.0	0.000*	23
5	I do collect the substantial related information about the work problems before making decisions.	3.3	83.4	16.0	0.000*	4
6	Employees tend to select the most proper time for communication process	2.5	63.7	9.1	0.000*	19
7	I tend to use precise statements that express my ideas	3.2	79.9	15.4	0.000*	16
8	I tend to used proper tones and voice pitch during the communication process	3.1	76.8	14.1	0.000*	10
9	I tend to comprehend letters without any personal bias	3.3	83.0	15.5	0.000*	5
10	I specify the precise objective before initiating the communication process	3.4	86.1	16.3	0.000*	2
11	I use the most suitable communication method to ensure the achievement of my predetermined objectives.	3.4	85.0	16.1	0.000*	3
12	FBN employees enjoy the required competencies to prepare the required reports professionally.	2.6	65.2	9.2	0.000*	18
13	FBN employees have the required skills to deal with the English correspondences	2.1	51.7	0.8	0.399	27
14	Office designs at the company assist in enhancing the efforts of communication process.	2.4	59.2	6.0	0.000*	24
15	Conflict among employees is properly used to increase the quality of decision-making at FBN	2.1	52.3	1.9	0.052	26
16	I take the nonverbal expressions and behaviors into consideration.	2.7	62.6	10.4	0.000*	16
17	I feel that decisions at FBN are taken on time	2.1	53.2	2.8	0.005*	25
18	A detailed plan is sent to the employees who will participate in the	2.5	62.6	8.1	0.000*	21

	meeting prior to holding the meeting					
19	All concerned departments are adequately represented in the meeting	2.8	70.1	12.3	0.000*	15
20	During the meeting, I feel that all participants are motivated and participate in their opinions	2.5	63.3	8.4	0.000*	20
21	During the meeting and in the end period of each section discussions related be summarized and setting the most essential points and recommendations simultaneously before jumping to the next bullet	2.7	66.9	10.5	0.000*	17
22	All meetings minutes, recommendations, and duties are documented, determined and specified to their related incharge parties with their time schedule	2.9	72.1	13.1	0.000*	13
23	I ensure that the presentation includes introduction to show the importance of the presentations to the participants	3.1	77.3	14.9	0.000*	9
24	During the presentation I use convenient clarification tools (such as, drawing tables, graphics, formats related, etc.) to ease the understanding and comparison of information	3.1	78.2	15.0	0.000*	7
25	I use a concluding statement in my presentation to ensure that participants are motivated to take decisions.	3.1	78.1	15.0	0.000*	8
26	Employees skills and competencies are enriched and developed through utilizing different communication methods	2.9	71.3	12.8	0.000*	14
27	FBN uses effective programs to encourage employees to participate in their ideas.	3.0	75.0	13.5	0.000*	12
	All paragraphs	2.8	70.6	16.0	0.000*	

* Mean is significantly greater than 50% (Middle percentage)

Following are the analysis of the paragraphs of table (23) according to the ranking of each paragraph:

- The mean of paragraph #1 “I listen carefully during the communication process.” equals 3.5 (The maximum value = 4) and the proportional mean equals 87.3%. The value of sign test equals 16.2 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents’ point of view about this paragraph. This result indicates that listening is ranked the highest communication format. This result was expected since listening is at least as important as delivering messages. According to Mckenna (1998), fortypercent of manager’s salary is earned by listening. This percentage increased as he climbs the professional ladder. Eighty percent of a CEO’s salary is earned through listening. According to Whetten and Cameron (2005), good listening skills account for 40 percent of the variances in effective leadership.

- The mean of paragraph #10 “I specify the precise objective before initiating thecommunication process.” equals 3.4 (The maximum value = 4) and the proportional mean equals 86.1%. The value of sign test equals 16.3 with sig. (p-value) equals 0.000 which is smaller than the level of significance α

= 0.05, so the mean of this paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents' point of view about this paragraph. This result indicates that most respondents are well aware of the importance of specifying the concerned objective before initiating the communication process. Since communication is not only the what, but also the how, this improves the effectiveness and efficiency of the communication process as a whole through:

- Deciding what they want the employees to do/know after the communication.
- Defining the target audiences.
- Determining the content of the message.
- Identifying the most effective and efficient media to use.
- Choosing the best time for sending the message.

This result is supported by the results of paragraphs #6, #7, #11, and #19 of this dimension

- The mean of paragraph #17 "I feel that decisions at FBN are taken on time" equals 2.1 (The maximum value = 4) and the proportional mean equals 53.1%. The value of sign test equals 2.8 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this

paragraph differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this paragraph is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents' point of view about this paragraph. This result shows that FBN's leaders achieved the fast acting. To do so, they focus on real-time information: current information obtained with little or no time delay. For example, they constantly monitor daily operating measures like work in process rather than checking periodically the traditional accounting-based indicators such as profitability. Secondly, they involve people more efficiently in the decision-making process. They rely heavily on trusted experts, and this yields both good advice and the confidence to act quickly despite uncertainty. They also take a realistic view of conflict: They value differing opinions.

- The mean of paragraph #15 "Conflict among employees is properly used to increase the quality of decision-making at FBN." equals 2.1 (The maximum value = 4) and the proportional mean equals 52.3%. The value of sign test equals 1.9 with sig. (p-value) equals 0.052 which is larger than the level of significance $\alpha = 0.05$, so the mean of this paragraph does not differ from the middle point 50% (Neutral). So we conclude there is an average agreement from the respondents' point of view about this paragraph. This result indicates

that the employees know their individual roles and responsibilities and the line of reporting and accountability, which in order prevent tensions. On the other hand, they should believe that each conflict brings with it opportunities to learn and strengthen the group and its decision-making.

Results of the paragraphs in the third dimension show that most of the respondents agree on that employee's communication skills positively related to decision-making process. Listening skills and identifying the most appropriate communication method were the most important skills from the respondents point view. As shown in table (16) the mean of the total dimension equals 2.8 (The maximum value = 4) and the proportional mean equals 70.6%. The value of sign test equals 16.0 with sig. (p-value) equals 0.000 which is smaller than the level of significance $\alpha = 0.05$, so the mean of this dimension differs significantly from the middle point 50% (Neutral). Since the value of sign test is positive, then the mean of this dimension is significantly greater than the middle point 50%, so we conclude there is an agreement from the respondents' point of view about this dimension.

4.3 Testing the Study Hypotheses

Spearman' s correlation coefficient were used to test the hypotheses. The study hypotheses are as follows:

Hypothesis 1: There is a significant correlation between the modern communications technologies and decision-making process in FBN Sokoto?

Hypothesis 2: There is a significant correlation between the business communications methods and decision-making process in FBN Sokoto?

Hypothesis 3: There is a significant correlation between the personnel communications skills and decision-making process in FBN Sokoto?

4.3.1 Testing Hypothesis 1

Hypothesis 1: There is a significant correlation between the modern business communications technologies and decision-making process in FBN

Table 17 Correlation coefficient between the modern business communications Technologies and decision-making process in FBN

Dimension	Spearman correlation coefficient	P-value (sig.)
The effect of using MCTs on decision-making process at FBN	.879	0.000*

* Correlation is significant at the 0.05 level

Table (17) shows that the spearman correlation coefficient between the modern business communications technologies and decision-making process in FBN equals 0.879 and the P-values (Sig.) equals 0.000 which is less than 0.05, so there is a significant correlation between the modern business communications technologies and decision-making process in FBN Sokoto.

4.3.2 Testing Hypothesis 2

Hypothesis 2: There is a significant correlation between the business communications methods and decision-making process in FBN

Table 18 Correlation coefficient between the business communications methods Decision-making process in FBN

Dimension	Spearman correlation coefficient	P-value (sig.)
The effect of business communication methods on decision-making process at FBN	.692	0.000*

* Correlation is significant at the 0.05 level

Table (18) shows that the spearman correlation coefficient between the business communications methods and decision-making process in FBN equals 0.692 and the p-values (Sig.) equals 0.000 which is less than 0.05, so there is a significant correlation between the business communications methods and decision-making process in FBN.

4.3.3 Testing Hypothesis 3

Hypothesis 3: There is a significant correlation between the personnel communications skills and decision-making process in FBN

Table 19 Correlation coefficient between the personnel communications skills and Decision-making process in FBN

Dimension	Spearman correlation coefficient	P-value (sig.)
The third dimension: The effect of employee's communication skills on decision-making process at FBN	.876	0.000*

* Correlation is significant at the 0.05 level

Table (19) shows that the spearman correlation coefficient between the personnel communications skills and decision-making process in FBN equals 0.876 and the p-values (Sig.) equals 0.000 which is less than 0.05, so there is a significant correlation between the personnel communications skills and decision-making process in FBN.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The aim of this research was to examine the impact of business communication on decision-making process in FBN Sokoto. Three hypotheses were tested for this purpose. In the first hypothesis, we assumed that there is a significant correlation between the modern business communications technologies and decision-making process in FBN. The results revealed that the relationship exists and further revealed that there is a significant positive correlation between modern business communications technologies and decision-making process in FBN and evidently indicates that the hypothesis is statistically valid. In the second hypothesis, we assumed that there is a significant correlation between business communications methods and decision-making process in FBN. The results revealed that the relationship exists, further revealed that there is a significant positive correlation between business communications methods and

Decision-making process in FBN, and evidently indicates that the hypothesis is statistically valid. In the third hypothesis, we assumed that there is a significant correlation between the personnel communication skills and decision-making process in FBN. The results revealed that the relationship exists and further revealed that there is a significant positive correlation between the personnel communication skills and decision-making process in FBN and evidently indicates that the hypothesis is statistically valid.

This chapter discusses the major findings of this study. Results and recommendations, as well as, future research direction, are also provided.

5.2 Conclusion

The study revealed that there is a positive impact of business communication on decision-making process. Hereinafter, we highlight the findings that the study reached:

1. Modern Communication Technologies (MCTs) make attaining information easier, it also increase the efficiency and productivity through effective teamwork and effective decision-making. Aside that, MCT' s

motivate employees to participate with their ideas consequently leading to generating ideas that are more creative.

2. Internet based communication increases communication opportunities with stakeholders.
3. E-mail is improperly used as it is sometimes used in sending unrelated to workmessages.
4. MCTs are impersonal and do not involve feelings.
5. The result revealed that the employees use oral communication methods forcomplex tasks.
6. Feedback speed in oral communication methods was found to affect positively the effectiveness of communication process. Aside that, Oral communication methods was found to encourage collaborative behavior andcreative thinking.
7. Written communication methods are utilized to easily and quickly identify theproblems encountered. This method also provide employees with the ability to analysemessages.
8. Employees, wisely use the advantages of using more than one communicationmethod for sending the important messages in order to achieve the target ofsending these messages and to be sure that the messages are received clearly andtimely. Informal communication channels are found to be properly used to deliveressential information.

9. Employees, resort to written communication methods to address their direct supervisors, which mean that some of them suffer from communication apprehension.
10. Good listening skills are ranked the highest important communication format.
11. Specifying the concerned objective before initiating the communication process improves the effectiveness and efficiency of the communication process as a whole through; deciding the required action after the communication, defining the target audiences, determining the content of the message, Identifying the most effective and efficient media to use, and choosing the best time for sending the message.
12. Engaging the employees in decision-making process positively enhances this process. More so, running effective meetings were found to increase the quality and quantity of decisions. Nonverbal messages enhanced the effectiveness of the communication process.

5.3 Recommendations

1. More should be invested on advanced internet communication tools so as to leverage on achieving maximum benefits out of internet communication with trading and business partners.

These tools can significantly increase information transaction speed, reduce information costs, and enhance customer service quality.

2. Management should increase its commitment to the importance of communication. Managers should spend significant amount of their time talking with employees, responding to questions, listening to their concerns, and conveying the company's vision to them

3. Upward communication should be encouraged whereby management knows whether subordinates understand legislations and instructions or not. It encourages subordinates to contribute by their creative ideas. Communication also provides management with valuable input upon which decisions can be based. In addition, it cultivates acceptance and commitment by giving employees an opportunity to express ideas and suggestions. The following could help foster upward communication:

a- Social gathering (including departmental parties, picnic, and recreational events) provides opportunities for informal and casual communication.

b- Regular meetings with subordinates can be a good source of information.

c- A suggestion system, even a suggestion box, can encourage upward communication.

d- An open door policy enables employees express concerns through a channel outside the normal chain of command.

e- E-mail: Top management should encourage all employees to e-mail concerns and questions directly to them.

f- Improving manager's skills on feedback techniques and rewarding them for using it.

4. Downward communication should also be improved upon by:

a- Fostering trust and commitment among employees by treating them, more like partners than employees.

b- Motivating all employees to focus on helping, the businesses grow profitably by sharing the financial data, explaining its numbers for them, and rewarding them for improvements in performance.

c- Using the body language effectively when communicating with subordinates such as maintaining eye contact, smiling, and using open-handed gestures.

5. More should be done to increase the benefit of informal communication by:

a- Maintaining communication intensity at extraordinary level. Encouraging an

open exchange of ideas, in which people are blunt and straightforward in going after the issues.

b- Providing physical support for informal communication. Encouraging managers to get out of their offices, walk around, and strike up conversation with employees in and outside their own department.

c- Emphasizing informality

6. Management should make sure that the corporate environment allows executing the creative ideas generated by the employees.

7. Controlling the use of e-mail system specially in reducing the unrelated to job messages that consumed employee's time and efforts.

8. Promoting the use of face-to-face communication media in addressing complicated situations. This method allows employees exchange information, get immediate feedback, and use nonverbal messages, which add extra emphasis to complicated points.

9. Management has to exert more effort to enhance trust between managers and subordinates in work relationships. Also, Management has to pay more attention to the elements of nonverbal messages, specially the shape, office arrangements, and time that affect the message's elements.

5.4 Proposed Future Studies

Future studies may need to consider:

- The effect of Internet-based communication technologies on participation and performance, since communication technology is evolving rapidly.
- The impact of communication technologies on competitiveness of FBN.
- The effect of information overload on decision-making and ways to manage it.

References

1. Abedalbaqi, M. Salah Eldeen (2003) ' Organizational Behavior: Modern Applied Entrance' Alexandria, Egypt, Dar Eljamea' aAljadeda.
2. Adair, John (2007) Decision Making & problem Solving Strategies, USA, hoganpage limited.
3. Alamian, S. Mahmoud (2005) 'Organizational Behavior in Business Organizations(third edition)' Amman, Jordon, Dar Wael.
4. Alamry, M. Saleh and Alghalby, M. Taher (2007) 'Management and Business (first edition)' Amman, Jordon, Dar Wael.
5. Alateia, Majeda (2003) 'Organization Behavior: Behavior of Individual and Group (first edition)' Amman, Jordan, Dar Elshorooq, Inc.
6. Bateman, S. Thomas and Snell, Scott (2004) 'Management: The New competitive Landscape (sixth edition)' New York, USA, McGraw-Hill/Irwin.
7. Cook, Sara and Macaulay, Steve (2004) 'Change Management Excellence' London, UK, Kogan Page.
8. Dessler, Gary (2004) 'Management: Principles and Practices for Tomorrow'sLeaders (third edition)' New Jersey, USA, Pearson Education, Inc.

9. Durham, O. Marcus et al (2005) 'Leadership & Success in Relationships & Communication' Personal or internal actions, Tulsa, Dream Point publishers.
10. Fleming, M., & Larder, R. (1999). When is a risk not a risk. Professional Safety, 69(3), 30-38. UK, Elsevier Inc.
11. Gruning, Rudolg and Kuhn, Richard (2005) Successful Decision - Making: A Systematic Approach to complex Problems' Berlin, Germany, Springer.
12. Hareem, Hasan (2004) ' Organizational Behavior: Behavior of Individuals and Groups in Business Organizations' Amman, Jordon, Dar Hamed.
13. Makin, A.M. (2006). A new conceptual framework to improve the application of occupational health and safety management system. In proceeding of the European safety and reliability conference, 2006. Estoril, Portugal: Taylor & Francis Publishers.
14. McKenna, colleen (1998): powerful communication Skills, USA, career press.
15. Mina, Eli (2002) 'The Business Meetings Sourcebook: A practiced Guide to Better Meetings and shared Decision-making' New York, USA, Ama com.
16. Mohammad Bin Ali Almanye (2006) 'Communication Technology and their Role in Developing Performance: An applied study on Public Security Officer' , Naïf Arab

University for Security Sciences, Riyadh, KSA.

17. Mozammel, Masud and Schechter, Galia. Strategic Communication for Community-Driven Development: A Practical Guide for Project Managers and Communication Practitioners. World Bank, 2005.
18. MSN Encarta Premium (2005). Retrieved August 2015 from <http://www.msn.com> MsnEncarta Premium Magazine Center (2005). Communicating well on the Job.
19. MsnEncarta Premium Magazine Center (2005). Poor Communication Stifles Productivity [Electronic version]. **USA Today**. September 1999. v128 i2652 p9. Retrieved August 2015 from <http://www.encarta.msn.com>
20. Nelson, Bob and Economy, Peter (2005) 'The Management Bible' Hoboken, New Jersey, USA, John Wiley & Sons, Inc.
21. Paul Rogers and Marica Blenko (2006) 'Who has the D?: How clear Decision roles enhance Organizational Performance' Harvard Business Review, January 2006 (www.hbr.org).
22. Poilt, D. and Hungler, B. (1985) 'Essentials of nursing research: Methodes and applications, J.B. Lippincott company.
23. Quilan, M. (2001). Precarious employment: Work re-organization and the factoring of OHS management. International Journal of Systematic Occupational Health and Safety Management, 24(10), 175-178.

24. Robbins, p. Stephen (2003) Essentials of Organizational Behavior (7th edition)' New Jersey, USA, Pearson Education, Inc.
25. Robbins, P. Stephen (1996) 'Organizational Behavior: Concepts. Controversies.Applications (7th edition)' China, Prentice-Hall, Inc
26. Salaman, Graeme and Asch, David (2003) ' Strategy and Capability: Sustaining Organizational change ' UK, Blackwell Publishing Ltd.
27. Schermerhorn, R. John et al (2002) 'Organizational Behavior (7TH edition)' USA,John Wiley&Sons, Inc.
28. Simon, L. Julian (2000) ' Developing Decision-Making Skills for Business'Armonk, New York, USA, M.E. Sharpe, Inc.
29. Tayler, Beth (2012). Creating a psychologically healthy workplace: The role of communication. Retrieved February 27, 2010 from <http://www.phwa.org/resources/creating a healthy workplace>
30. Vicker, Lauren and Hein, Ron (1999) 'The Fast Forward MBA in BusinessCommunication' New York, John Wiley & Sons, Inc.
31. Whetten, A. David and Cameron, S. Kim (2005) 'Developing Management Skills(sixth edition)' New Jersey, USA, Pearson Education, Inc

32. Wiig, M. Karl (2004) 'people-focused knowledge management: how effective decision making leads to corporate success' Oxford, UK, Elsevier Inc.
33. Zinta S. Byrne and Elaine Le May (2006) 'Different Media for organizational communication: perceptions of Quality and satisfaction' Journal of business and Psychology, Volume 21, Number 2. (Winter 2006).

Appendix: Questionnaire

Dear Colleagues

The attached questionnaire is a tool of collecting data reference in order to conduct a study about **"The Role of Business Communication on Decision making Process: Case Study – First bank of Nigeria ltd Sokoto.**

(FBN)" to be submitted in partial fulfillment of the requirement for Post graduate diploma in Management.

In accordance with achieving the aimed goal of this study; this questionnaire is designed in two parts:

Part one: Include the personal information.

Part two: Include the three dimensions of the study, which are:

The first dimension: The effect of using MCTs on decision-making process at FBN.

The second dimension: The effect of communication methods on decision-making process at FBN.

The third dimension: The effect of employee's communication skills on decision-making process at FBN.

Therefore, achieving this objective requires your participation to answer all questions thoroughly, honestly and subjectively. You are kindly reminded that all submitted information will be treated as confidential and will be of major concern to us.

Thank you for your cooperation

Researcher

Salihu Ahmad Tijani

Part one: Personal Information

GENDER

Male Female

AGE

Less than 25 years From 25 to less than 30
From 30 to less than 35 From 35 to less than 40
From 40 to less than 45 45 Years and more

MARITAL STATUS

Single	Mar	<input type="checkbox"/>	<input type="checkbox"/>
Divorced		<input type="checkbox"/>	<input type="checkbox"/>

QUALIFICATION

Less than Secondary	Seco	<input type="checkbox"/>	<input type="checkbox"/>
Diploma	Bac	<input type="checkbox"/>	or Equivalent <input type="checkbox"/>

Higher Education (please specify):.....

EXPERIENCE

Less than 5yrs	Fr	<input type="checkbox"/>	to Less than 10yrs	<input type="checkbox"/>
From 10 to less than 15yrs	<input type="checkbox"/>	15yrs and More	<input type="checkbox"/>	

MANAGERIAL LEVEL

Top management	<input type="checkbox"/>
Middle level management	<input type="checkbox"/>
Low level management	<input type="checkbox"/>

Number of training courses in the field of business communication: _____

Percentage of time allocated for communication: _____

Part Two: Questionnaire dimension

The first dimension: the effect of using MCTs on decision-making process at FBN

Please indicate your agreement/disagreement with the following statements by putting the sign X in the appropriate location on a scale of 4-0 (4 = agree strongly and 0 = disagree strongly).

Item	Strongly				StronglyDisagree
	Agree	Agree	Neutral	Disagree	0
	4	3	2	1	
1. MCTs (E-mail, V.C., Internet, Intranet etc) enhance the efficiency of communication among employees					
2. MCTs make attaining information easier.					
3. MCTs assist in assigning clear responsibilities for the employees					
4.MCTs at FBN assist in providing updated Data Base of understanding works' obstacles and their on line developing stages.					
5.MCTs enhance positive relations among employees					
6. Modern communication techniques assist in implementing decentralization in decision-making					
7. FBN does not exaggerate in stressing the confidentiality of information exchanged which leads to employees being effectively benefited from modern communication techniques.					
8. MCTs are effectively used to increase communication opportunities between clients and distributors					
9. FBN uses MCTs that motivate employees to participate which consequently lead to numerous alternatives to the problems encountered					
10. Communication technologies are frequently updated at FBN to adapt with the rapid acceleration in technologies					
11. MCTs are impersonal (no human feelings and senses)					
12. MCTs help me organize the daily work job					
13. MCTs assist in reducing mistakes committed at work.					
14. E-mail is used for routine communications which do not need sending complicated information					

15. E-mail is not improperly used in unnecessary communication.(not related to work job)					
16. Electronic communications' methods enable me to follow up my tasks remotely (away from the office).					
17. Intranet and internet networks are efficiently and effectively used for they include attainable essential information					
18. MCTs enhance FBN staff members' abilities to adopt decisions on the team level.					

The second dimension: The effect of communication methods on decision-making process at FBN Sokoto.

Item	Strongly Agree 4	Agree 3	Neutral 2	Disagree 1	Strongly Disagree 0
1. Oral communication methods (personal interviewees, telephone calls, meetings, presentations etc.) encourage employees to pose questions for vague issues that they may face.					
2. Work meetings enhance creative thinking which assist in adopting proper decisions					
3. Oral communication methods provide employees with simultaneous feedback which enhance the effectiveness of communication process					
4. Written communication methods (reports, memos, letters, etc.) provide employees with the ability to analyze messages					
5. Periodic reports are properly utilized to easily and quickly identify the problem encountered.					
6. Written communication methods provide employees with the ability to send messages to the different concerned parties					
7. More than one communication method can be used at once to achieve the related target (example: sending a written message and then follow it up with telephone call for clarifying the issue).					
8. I prefer handling the complicated problems through oral communication					
9. Brainstorming sessions can be utilized to explore many alternative for the problem encountered					
10. Personal interviewees provide employees with the ability to exchange information, signals, signs, and emotions that assist in overcoming complicated obstacles.					
11. I resort to written communication methods to address my direct supervisors at work.					

12. Informal communication channels (social relations among individuals and or groups at the company) are properly used to deliver essential information					
--	--	--	--	--	--

The third dimension: The effect of employee's communication skills on decision-making process at FBN.

Item	Strongly				Strongly
	Agree	Agree	Neutral	Disagree	Disagree
	4	3	2	1	0
1. I listen carefully during the communication process					
2. I do not hesitate to repeat the points that I understood to confirm my understanding					
3. During listening, my direct supervisor tends to reduce interruption and noise. (Example: close the door, stop receiving calls etc.,) through addressing listening operation					
4. Direct supervisors do not stress on their opinions and always listen to others.					
5. I do collect the substantial related information about the work problems before making decisions					
6. Employees tend to select the most proper time for communication process					
7. I tend to use precise statements that express my ideas.					
8. I tend to used proper tones and voice pitch during the communication process.					
9. I tend to comprehend letters without any personal bias.					
10. I specify the precise objective before initiating the communication process.					
11. I use the most suitable communication method to ensure the achievement of my predetermined objectives.					
12. FBN employees enjoy the required competencies to prepare the required reports professionally					
13. FBN employees have the required skills to deal with the English correspondences					
14. Office designs at the company assist in enhancing the efforts of communication process.					
15. Conflict among employees is properly used to increase the quality of decision-making at FBN					
16. I take the nonverbal expressions and behaviors into consideration					
17. I feel that decisions at FBN are taken on time					
18. A detailed plan is sent to the employees who will participate in the meeting prior to holding the meeting					

19. All concerned departments are adequately represented in the meeting					
20. During the meeting I feel that all participants are motivated and participate in their opinions.					
21. During the meeting and in the end period of each section discussions related be summarized and setting the most essential points and recommendations simultaneously before jumping to the next bullet					
22. All meetings minutes, recommendations, and duties are documented, determined and specified to their related in charge parties with their time schedule.					
23. I ensure that the presentation includes introduction to show the importance of the presentations to the participants					
24. During the presentation I use convenient clarification tools (such as, drawing tables, graphics, formats related, etc.) to ease the understanding and comparison of information					
25. I use a concluding statement in my presentation to ensure that participants are motivated to take decisions.					
26. Employees skills and competencies are enriched and developed through utilizing different communication methods					
27. FBN uses effective programs to encourage employees to participate in their ideas.					