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**Business Communication: Exploring
Different Mediums and Channels for
Effective Communication in Some Small
and Medium-sized Enterprises in
Nigeria**



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ABSTRACT

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Everyone's profession requires efficient communication, which is challenging to accomplish. When changes occur in a company, communication also changes. However, the effects of the change on communication are typically noticeable much later, and occasionally the outcomes are not favorable. One essential aspect of communication is that it has to be inclusive. Therefore, Communication channel and media that meet every employee is essential in business communication, especially in small and medium-sized enterprises. The topic of this thesis was business communication and it focused on different media and channels of effective communication for small and medium-sized enterprises in Nigeria.

The study explored different mediums and channels for effective communication in small and medium enterprises in Nigeria. These are recommendations for effective communication in business to function scrupulously in an organization. The thesis was able to achieve the research objectives by breaking it down into clear and concise objectives that include: exploring the incidence of business communication and techniques in handling vital information in communication; analyzing different mediums and channels in effective business communication; exploring communication strategy that provides employees with an opportunity to apply their theoretical knowledge in an actual work situation, thereby bringing the gap between mediums and channels for effective business communication.

Qualitative research methodology was used to analyze the thesis. Primary data was collected through interviews. The interviewees were with employees of small and medium-sized enterprises based in Nigeria. In analyzing the data, the research employed a thematic analysis approach.

Finally, this thesis discovered that implementing technology can solve awareness, utilization, and effectiveness challenges.

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1. INTRODUCTION

Communication is essential to every business organization, including tiny and medium-scale enterprises. This thesis aims to explore and analyze different channels and medium of communication for effective communication, primarily within SMEs in Nigeria. Small and medium-sized businesses (SMEs) in Nigeria have generated almost 48% of the country's GDP over the past five years, according to the Nigeria Bureau of Statistics 2021 Publication. With a combined population of around 17.4 million, they represent nearly 90% of the manufacturing sector's businesses and roughly 50% of industrial jobs. Business organizations are a collection of various resources, the most important of which is human resources. The purpose for which every business organization is established is to achieve specific objectives. To achieve these objectives, however, there must be frequent and mutual communication among every members of the organization. Consequently, there are different communication media with different channels of communication. It is a common practice that organizations adopt communication mediums and channels that work best for them. For this reason, communication is a vital aspect of the organization and directly impacts the end of the organization.

Business communication has been widely studied by scholars that has vital illumination on the organization. Therefore, there is a need to focus on communication between moderate and small business organizations that are of moderate or small size. Having a business communication that is very successful is imperative for business productivity, task performance, job satisfaction, commitment, and morale. Efficient information transmission is, however, one of the most prominent features in surveying contrasting mediums and channels for effective communication in today's business organization.

1.1. Research Questions

Fundamentally, communication nowadays in business has declined in value because it is seriously lagging behind and also seeking rigorous attention in an organized sector. The problematic communication status in an organization has become particularly relevant to the business life cycle. However, the approach of communication in the past was basically oral (lateral) communication, and printed information. Currently, what we have is communication driven by technology,

This thesis will research the different mediums and channels of communication that are effective for the business organization of small and medium-sized enterprises. For this, some questions are aimed at exploring:

1. What type of business communication do we have?
2. Where are they been utilized in small and medium-scale businesses?
3. What are those conditions confronting business communication in SME?
4. How are businesses responding to those challenges facing communication?

4.2. Objective

This study explores different mediums and channels for effective communication in business in small and medium enterprises in Nigeria. The study recommends effective communication in business to function scrupulously in organizations. On the other hand, in order to achieve the aim mentioned earlier, the below are objectives towards effective communication in SMEs, particularly on how it applies to pavements towards the strategic, network, and project level, will then be put into consideration;

1. Explore the incidence of business communication and techniques in handling vital information in communication.
2. Analyze different mediums and channels in business communication.
3. Explore communication strategy that allows employees to apply their theoretical knowledge in real work situations. Thereby bridging the gap between mediums and channels for effective business communication and enlisting and strengthening employees' involvement in the business process by preparing university graduates for employment in business communication.
4. The suggestion of possible solutions should curtail the problems identified.

4.3. Research Methodology

According to *Keith Davies*, communication is a process of passing information and understanding each another. It is essentially a bridge of meaning between the people. Using the bridge, a person can travel safely across the river of misunderstanding (Rebore, 2003). In addition, communication is a process through which information generated elicits a response in people concerning the message and the sender (Rebore, 2003).

This thesis aims to explore and analyze the mediums and channels for effective communication in small and medium enterprises in Nigeria, and the method for the study will be qualitative. The qualitative method will be most effective in gaining hints and comprehending and exploring different mediums and channels for effective communication in business.

4.4. Method of Data Collection

Effective communication in business will be evaluated through the qualitative research method. It will permit researchers to ask questions from selected employees who have actual experiences about where the study phenomenon has influenced communication. Qualitative research will be the best method that will fit thesis. The selected employees of specific organizations – which are small and medium scale and have a communication system in place – will be asked questions through an interview. The interview will serve as a primary source of data collection. The interview is with senior employees of small and medium enterprises in Nigeria with at least ten staff members and several years of experience. Five senior employees of five companies are selected based on the size of the SME and the years of existence. Micro, small and medium-sized enterprises are of paramount importance in the selection. The companies whose employees are selected have their entire operation in Nigeria and understand the company's business environment. One of the companies used for the interview includes Milestone international rehabilitation foundation, a medical organization in Nigeria; another is Safety International Nigeria Limited.

There is consistency in the selected criteria for all five SMEs whose employees participated in the interview. The data collected from the interview will be stored and saved which will then be deciphered to aid the smooth analysis. The semi-structured interview will be favored. In the social sciences, semi-structured interviews are a common research technique. A semi-structured interview is more open and allows for new ideas to be raised because of what the interviewee says than a structured interview, which has specific questions from which one cannot deviate. In a semi-structured interview, the interviewer typically has a framework of themes to examine (Knott et al., 2022. 1–15). The interview will be conducted over the internet using video call technology and in person wherever the situation arises.

The theoretical background will be primarily secondary data sourced from library materials, company reports, books, publications, and articles that meet academic standards.

4.5. Significance of Study

Efficient communication is one of the most prominent features in exploring different aspects and functions of a business. In large part, the success or failure of an organization rest on the flow of communication and how effective the communications are. Business communication is not limited to the organization's internal activities; it stretches beyond and to the organization's external environment. As business organizations are entities that must interact with the external environment, broad attention should focus on internal and external communication.

This thesis will be significant to business owners – notably small and medium-scale enterprises. Furthermore, it will be of use to students, researchers, policy makers, and several interest groups that have a stake in the outcome of SMEs. In addition, the thesis will benefit large corporations as well, as there seems to be a semblance of communication between small and medium-sized enterprises and large corporations.

2. THEORETICAL BACKGROUND

The purpose of this section is to review current literature related to the theoretical framework that will describe and guide the related research problems on exploring different mediums and channels for effective communication in small and medium enterprises in Nigeria. In addition, the most appropriate communication between work groups will be considered contingent upon the research problems – implementing it will be necessary to evaluate the employees' work situations.

This thesis will focus on mediums and channels for effective communication in small enterprises' research problem – both synchronous and asynchronous communication. Synchronous mediums and channels of business communication imply that it is instant and can enclose verbal and visual cues through, for instance, face-to-face interaction; why asynchronous mediums and channels of business communication are virtually through text such as letters.

2.1. Communication Tools

The importance of communication tools cannot be over-emphasized because it plays a vital role in discharging business objectives (Bonebrake, 2010. 551–557). The findings of Bonebrake, 2010 show that electronic communication channels (emails and web pages) were rapid and effective in sending out information in business communication and handling transactions within small enterprises. On this occasion, emails and web has been most effective means to receive information across the organization. However, in addition to web pages and emails, face-to-face communication can efficiently facilitate individual interaction in a business environment.

The prior findings give clues on interpersonal channels that small business enterprises to receive information on business improvement technology. The results further stated that small enterprises regularly received information rapidly and personally through relatives, friends, and neighbors. Interpersonal communication channels are effective communication channels that aids the adoption of innovation (Shultz, 2002. 61–78). In terms of feedback and personal sharing experience, Interpersonal Communication becomes a models. Furthermore, interpersonal communication channels represent effective conduits concerning their interconnectedness between groups. For instance, in

Nigeria, private sector communicates through group networks and face-to-face on the flow of information over their business, enabling them share data among various sectors (Shultz, 2002. 61–78).

Business innovation should pass through appropriate communication strategies such as mass media and personal networks. These enable a mixture of innovative communication processes for spreading information on new technology to businesses on small-scale enterprises.

Regarding research on formal [technical] perspective, business communication through different mediums and channels is quite similar to any other bidirectional interaction, i.e., Business communication that involves consumers or partners. As a central axis, one communication responds using specific communication channels. Communication channel exemplifies a classic definition that characterizes it as the technical [or formal] path of the communication tool that will enable us to catapult information from sender to receiver and vice-versa. It also consists all the means for creating and accepting a message, signs, language [including body language], codes, technical devices, and others. A communication channel that a particular business organization can support and oppose the motion in the process of using (Van den Boer et al., 2016. 64–78).

Nowadays, business communication rarely/hardly uses a single communication to catapult their messages. Beware that a combination of two or more channels either frequently or occurs sequentially or simultaneously. However, some scholars explicitly buttress that the increased use of new communication technologies will be associated with the increase of older communications technologies and face-to-face business communication. However, there are many situations with complementarily using different communication channels like telephone, text messaging and Email, face-to-face Communication, and other social media [Twitter] (Dutta et al., 2004. 41–60).

The creation of levels of social competence and the ability to interact in appropriate and efficient ways in exploring different mediums and channels for small and mediums enterprises is dependent on concrete preferences. – the rate at which the social competence of a business will determine its ability to use the practical mode of communication tools and channels. Furthermore, businesses should not use different mediums and channels in small enterprises. However, multiple information sources, extending beyond small business enterprises, will lose their monopoly on delivery of information to the business. Nevertheless, small business communication needs to initiate interaction with business in such a way as to elicit a response, particularly in circumstances in which the business is inactive compel or follow up (Van den Boer et al., 2016. 64–78).

Comprehending the technical aspects of business communication to aspire to intended results/outcomes becomes core criticism to new forms of inclusive small business enterprises. To get a desirable outcome it is crucial to comprehend the specific principle characteristics of mediums and channels relating to Reliability, Speed & Effectiveness.

Reliability

Reliability deals with measure of consistency that the channel will function, explicating the likelihood that communicative content [i.e., feedback or information] will be submitted as stated by some practitioners. Both sender and receiver act by acquiring the required skill and knowledge of the characteristics guiding the channel over which path transmission will occur. Reliability relies on many elements, i.e., the nature of channel disturbances, available information to the sender [subject], the presence of any feedback from the receiver [object], or the communication skills and motivation to use this particular channel. In addition, the reliability and communication barriers are cultural and organizational difference when instigating their interaction between mediums and channels for effective communication in small business enterprises. Thus, there is a probability of track pluralism and complexes in social media, and many studies are increasing efficiency through mediums and channels in exploring different small business communication (Lapidoth et al., 1998. 2148–2177).

Speed

Speed means the rate of motion or action, precisely the magnitude of the velocity; the rate distance is traversed in a given time of how rapid it is possible to obtain a result from the communication, denotation probably that information is delivered, or a response is received. Communication speed is limited in terms of time and space. The response is in conjunction with business practices and values, as well as with some individual attitudes. International scholars' research explains that modern business communication channels like email and social networking significantly change business communication platforms. International business enterprises prefer digital communication channels and especially social media, as the most reliable channels for their type of business interaction. International modern study illuminates that one of the most critical tasks with social media and many types of research is increasing efficiency through mediums and channels in exploring different small business communication (Lapidoth et al., 1998. 2148–2177).

Research on the mutual influence of communication technologies on Small Mediums firms shows the impact of the information on heightened speed perspective and how it significantly affects business communication:

1. These explorations of different mediums and channels pave the way for new business communication that simultaneously transmits various messages [text, audio, video, graphic and digital array].
2. They would help send multiple messages through one medium and channel.
3. The innovation of hypertext and interactivity gave rise to easy processes and information changes.
4. There will be a decrease in the cost of using such technologies for small Enterprises.

However, these innovations are not guaranteed in thought, as there are obvious benefits from more accessible and quicker communication. Nevertheless, research has given a clear understanding and makes tons of information available, although it is often difficult to obtain valuable and pertinent information when needed. One sustainable path to overcome the challenges confronting the increasing speed of communication is the application of not being involved in one but several communication tools. Furthermore, to enhance reliability, the use of different communication mediums and channels promotes when receiving a high number of responses (Lapidoth et al., 1998. 2148–2177)

Effectiveness

Effectiveness refers to choosing the proper root/channels or degree of potential for achieving results. It combines channels to solve particular challenges and increase potential business communication development. Effectiveness means the goals set for communication interaction are met. Therefore, the mediums and channels identified to be more effective communication, perhaps, when it allows the business to either send information or receive responses from the recipient of that particular information. In the same vein, the effectiveness of business channels relies on high efficiency, reliability, and communication speed. (Webster et al., 1998. 27–48).

The effectiveness of Communication channels refers to the point that data are transmitted within a certain period. Individually or grouped, choose alternative channels by reducing dependence on the same channels and increasing reliance on others for survival. As stated above, effectiveness also bears the cost of communication. Occasionally, the challenge of effectiveness is known as the task of optimizing or finding suitable solutions. The available variety of mediums and channels of communication has

essentially altered how small business enterprises communicate. Communicating is very important as it enhances an organization's growth, while neglecting to update the knowledge may be costly and tricky. Also, failure to get updated information reduces the influence of the interests of business values, particularly in economic development. Eliminating or stopping this failure obstacle can be achieved scientifically and strategically through understanding communication channels. Concerning the decrease in period and financial expenditures for mediums and channels exchange, it is very evitable to exploit the use of multiple channels to transfer information. Besides, the challenge of optimization still exists. Moreover, there may be issues arising from complementarity problems when combining different channels of interaction within a communication trend (Westmyer et al., 1998. 27–48).

4.1.1. Written Media (Memos)

These are messages or note-headed paper, popularly known as "Memos," used for letters; many organizations, companies, and enterprises use pre-printed stationery for their memo. However, this is a record of partial results that can be re-used without re-computation. This is written communication from an individual to another or a group of people within the same firm (Johnson et al., 1994. 111–122).

Memos are addressed as written documents with the third most prosperous media after face-to-face and telephone because it is easily retrievable. Hence, the research will explore diverse mediums and channels for effective communication in small enterprises. The researcher will categorically message as either task-oriented or non-oriented. Prior oral communication [through telephone] was the preferred choice of company managers when communicating addressed messages to subordinates. However, studies listed that memos serve as a multiplicity of means and information on decisions, actions, or others, reminding someone of an expected action to complete by making information available (Johnson et al., 1994. 111–122).

4.1.2. Oral Media

It explicates information through language, including words, grammar, and speeches. In constructing speeches, words are collated with some part of speech stated by the grammar rules in a well-composed and proper sequence. After this, messages can be stored or saved orally or in written format. Managers communicate with colleagues and employees through oral media [face-to-face conversation], telephone calls, text

messages, private meetings, or teleconferencing. Oral Communication is an expression of ideas through spoken words that are commonly or generally easier and more efficient than written communication because it gives room for immediate responses over the globe. Therefore, managers chose oral media over written communication in the daily scheduled activities for rapid and high-expressed interaction (Johnson et al., 1994. 111–122).

From this hypothesis, it can be deduced that oral communication occurs through face-to-face personal circumstances or by telephone. Therefore, data about small business enterprises should express using the telephone. For example, the conversation should be made through the sales ledger subsystem, which entails overdue debt expectations. However, the request and response will be provided verbally. Although oral communication provides a personal and dynamic form of expression, its transitory nature makes it subject to misinterpretation because of its limitation. As discussed, oral media will enable us to focus on an in-depth study of oral communication's potency. In this perspective, Word Strength Concept will emphasize more that it implies universally, tandem with its meaning by different practitioners and the use or potency of it that has become unquestionable and undoubtedly (Johnson et al., 1994. 111–122).

Understanding the simple paths of saying "kindly help me," "I am sorry," "Please," or constant constructive criticism by word of mouth will result in much dictation toward administrator success and manager performance, be it at home, within or outside the society. Effectively, a competent administrator should be consciously mindful of those words altered because any statement spoken is like an egg that fell on the ground and got smashed. It cannot stand replenished again. Moreover, any altered statement cannot be denied or revoked, as someone can become a "fibber." Hence, a manager can use his mouth words to apply or destroy his or her success in exploring different mediums and channels of communication in small business enterprises whenever he decides not to talk to those his assistant or even colleagues (Johnson et al., 1994. 111–122).

4.2. Formal and Informal Channels

Communication is a formal trend because it involves coexistent private and public organizations, the mediums and channels through which management will derive information. It includes The newspaper, magazines, radio and television announcements/broad-casting, company journals, employees' handbooks, notice boards, television conversation telex, telefax, telegram, intercoms, post office or postal services, internet, report, pictures, graphics and cartons, personal contact, libraries and

sending an errand boy and massagers. Other channels include information obtained simply by looking around, writing letters, internal memoranda, statutory books, and textbooks. The above are typical modern-day business and non-business organization communication tools (Johnson et al., 1994. 111–122).

Informal channel

As the word means, "informal" is a structure with no fixed direction; meanwhile, it evolves from employees' interpersonal and social interaction. Mobilization is primarily through word of mouth and one grapevine form; an informal channel of person-to-person communication is not authorized by the organization. Nevertheless, Grapevine commonly used one of the four structures examined below (Johnson et al., 1994. 111–122).

- **Single Strand Chain:** In this type of bunch, everyone passes the information along; the longer the chain, the more the information is prone to distortion.
- **The Gossip Chain:** In the Gossip chain, information circulates because it relies on one person telling everyone else.
- **The Probability Chain:** This type of information has no specific communication structure. Randomly, information is passed from one person, and the receiver then passes it randomly to others – however, few people hear information while others do not.
- **The Cluster Chain:** In this case, formation is primarily predominant in the routine because information richness is selective. One employee delivers information to coworkers, who hand it along to other coworkers. In the grapevine structure, people depend on the information that feels accurate and comfortable to carry.

When managers and employees do not receive complete information from traditional sources, probably because of privacy, they request it to reach their employees; The more they seek informal communication systems for development they can antagonize formal communication. Hence, much power is required to get rid of the Grapevine frequently because of its potency. A climate of high uncertainty is where Grapevine flourishes when there is a scarcity of information from formal channels. Informal channels spread the anxiety caused by grapevine rumors in some communities. Employees rate grapevine highly credible source, so they cannot ignore data that flows through it. Moreover, it can be used by the manager unofficially to propose new ideas and monitor employees' reactions (Johnson et al., 1994. 111–122).

4.3. Board of Meeting and Evaluation of Board Meeting Performance

The establishment of the Board of Management cannot be over-emphasized as regards their impacts on any business organization. It turns accordingly to the particular requests of the company. There may be a clinical or technological contrast, whether young, mature, domestic, or international. For instance, if the requirement is for an international project, a participant with international expertise/foreign instructors possibly ascertain to fulfill it. Enterprise communication facilitates the board meeting to be prosecuted qualitatively to anticipate the attraction of participants or members. However, the managers and other executives will be solely responsible for any failure or lagging of the firm. The Insights of the Board will be perpendicular to board success based on how supportive they are toward any challenges, i.e., enterprise associates say a lot about their daily jobs and events to achieve definite results. Moreover, Board and its structure are directly proportional and steadily adjoining characteristics that rate managerial necessities for their enterprise. These results will support the assertion that the explanation of companies and small enterprises will determine which mediums and channels are the foundation. The thesis will determine board business communication proportions, structure sensitivity, and common perception reactions to the internal environmental situations in small business enterprises.

Various small and mediums enterprises hardly evaluate their employees because they believe significantly in competency and predicament that separate board participant actions. Boards are being personated on failure to uphold the same principles and standards that guide the organization's objectives, as do other company followers, such as employees and management leaders. Limited companies evaluate their board members' presentation and actions as it interbreeds company routine and helplessness. However, organizing an official and continuing assessment procedure can, consequently, update small business board meetings towards objectives to push their plans forwards and improve participant initiation on other business communication. The routine evaluation on the company board significantly plays an undoubted role that will structure progress in exploring different mediums and channels in short and long-term business objectives and plans, yielding valuable conclusions. Furthermore, board routine inspection will execute directly by estimating the procedure and process. (Hannan, 1984. 149–164).

4.4. Electronic Media

Currently, mobile phone calls are the most popular means of communication mediums and globally acceptable channels. Phones are means of communication among various generation groups. Parker (2007. 327–344) illustrated that in the United States, young groups between the range of 13-19 use mobile phone calls. For instance, small business enterprises use phones for instant direct communication and interaction. For effective communication, employees in such organizations use constantly available advantages for transmission.

4.4.1. Mobile Phone

A mobile phone is popularly known as a cell phone and a hand phone. It is an electronic device known to create, catapult, and receive messages from radio connections, as it is widespread and frequently transmitted through geographical areas. The network overflows through the mobile operator by connecting to a mobile phone, giving authentication for public telephone network utilization. There are numerous carriers/providers and plans. Many carriers have various plans tailored for small businesses, including popular features and usage patterns, causing them very expensively effective. Numerous carriers have different plans tailored for small businesses, comprising popular features and usage patterns, making them very expensively effective. Concerning questions, the owner should be specific in selecting a carrier and a plan. Likewise, durations and terms are very crucial in sealing an agreement. Many can be two years and more (Reisinger, 2012)

4.4.2. Smartphone

A *smartphone* is a cellular phone that offers advanced computing functionality through native software applications. Smartphone exhibits sophisticated intellectual and social ability incorporating features like Email, the internet, and social media. It can text, has a camera with video capability, and is a unique tool for business communication. Moreover, they can represent and perform work duties if there is no place for work. They can use Email, access the internet, review, edit, or scan documents, use GPS, accept and make online payments, and use many applications. The most popular smartphones are the Apple iPhone [iOs] and Samsung Galaxy [Android]. However, new smartphones in developing markets have diversified strengths and capabilities that can be used for business communication (Reisinger, 2012).

4.4.3. Electronic Media [Email]

Scholars defined *Email* as "the use of personal computers, communicating text, editing machines or specially designed terminals with the appropriate software to send and receive written messages" (Dowall & Salmon, 1986). Electronic mail, famous as "Email," is an interpersonal message service that transfers written messages from one person to another. Email is handy because it enables people to handle data effectively. Likewise, it creates conducive atmospheric conditions and multiple organizational communication relationships. However, email paves the way logically for businesses requiring rapid communication among sections in different locations—for example, small business enterprises. Periodically, communication perspectives in small business transmission, whenever and anywhere, are connected by growing Human Capability. Supervisor's efforts will cut across the workplace with the means of Email and instant messaging portable phones in functionality towards synonymous development with updated company communication technology in-fuse compared to the prior method adopted (Turner and Reinsch, 2007. 36–58).

There may be personal email addresses but having another email address for businesses will help communicate with customers, vendors, and internal teammates. Depending on the Email, some features can be entrenched by the recipient who reads them. Also, it contains numerous functionalities in addition to being a communication channel. For instance, Email can serve as a polymorphic character intertwined with daily business activities accomplishments, understanding construction and distribution, pertaining potentially to both helpful and harmful forms of Communication (O'kane et al., 2007. 20–31)

4.5. Media Richness Theory

Media Richness Theory [MRT] was born by two scholars [Richard L. Daft and Robert H. Lengel) They further studied the theoretical background that regards Learning on information processing theory concerning its theoretical basics, MRT, which describes and calculates its originality in organization communication. Explicating media richness

theory, these two researchers rigorously help organizations cope with communication challenges, confusing messages, or conflicting interpretations of messages. In order to improve this particular theory, other communication practitioners have tested the media richness theory to ascertain where the theory needs to be improved but recently retroactively adapted new media such as communication media online, conferencing, and online coursework inclusive. Empirical research over the study has focused on how the leader of any organization can communicate via diverse mediums and channels of communication in small business enterprises, not the effects of media use. However, despite these facts, there is a relationship between media richness theory and media use. MRT is the capability of comprehending information transmission to vary among all media. Communication media units enable different users to communicate. The rate at which capabilities are measured is known as the medium's "richness.". Media Richness Theory determines the continuation scale of communication media basically on the potential to handle complicated messages. In essence, it required efficient clarity to overcome ambiguous issues, and different frames of reference media in such phase must be strongly richer that communication media must be conveying severally (Kock, 2004. 327–348).

Selecting an effective communication medium for a particular message reduces the possible misinterpretation of a message. Equivocal messages are liable to more than one interpretation that seems harsh for the objector to decode. The higher messages, the higher cues and the information required to explicate it correctly. For instance, a short email will perform efficiently in communication media rather than organizing a board meeting compared to Face to face interaction that will effectively explicate a person's work performance and outcome when communicating (Kock, 2004. 327–348).

(D'Ambra, et al 1994) Suggest five steps ranging in media and level of richness that involved communication media. They range from Face to Face, Phone conversation, Addressed documents, Unaddressed documents such as formal documents, and numerous reports. Communication tools are measured to be more prosperous if it is probably able to distribute feedback capability, language variety, and personal focus. Communication channels undulate in the strength of understanding. Messages transfer and reach understanding people rely on the language content and audio cues such as tone of voice. Telephones play a vital role in communication channels as individuals engage in ordinary language, which scored relatively outrageous. MRT face-to-face Communication is ranked as the wealthiest tool of communication. However, Face to Face permits simultaneous communication of multiple cues such as head, nose, smiles, eye contact, and tone of voice; face-to-face communication also uses a high variability of ordinance languages and transfers reactions and emotions (Daft et al., 1987. 554–

571). However, the telephone channel should be considered the second rich less than Face to Face.

Scholars mainly carry out the MRT to test for categories of matters. For instance, a study piloted by Lee Cheang Earn with the title 'computer-mediated Communication and organizational Communication; was published in 2011. The thesis was to measure and analysis the forms of a communication system used in the company and its objective.

4.5.1. Corresponding Findings to Media Richness

Previously, many theses about media richness focused on the observed helpfulness of a medium or the possible strategies used for their job. However, Daft and Lengel's 1986 thesis has hurred from functionalizing the critical result of rich media as opinioned by the theory: permitting a corresponding to "overcome different frame of reference or clarify ambiguity" to rapidly thorough an equivocal message job. This thesis corresponds to media richness theory MRT; the research titled "Studying different mediums and channels for effective communication for small business enterprises in Nigeria. This study will strategically scrutinize how different mediums and channels in small business communication will be subject to further scrutiny.

Based on its findings, the outcome of this study will explain there are traditional communication technologies that are accessible, and communication mediums and channels remain valid most preferred tools among small business enterprises. However, Face to face communication is a widely believed communication tool. Therefore, modern Communication [Email] may yield improvement in other perspectives and situations. Other related studies on Email's role in improving organizational task performance among executives will also be analyzed critically. In essence, the study will genuinely challenge the media theory. Having said this, the respondents will have viewed Email as a moderately great rich channel. Finally, there will be a significant positive relationship with task performance as outcome pointed through email richness and email use. Meanwhile, it can interact with the respondents that perceived Email as a rich tool in communication.

Lu et al. (2014. 41) defined communication mediums and channels in correspondence to MRT as something that gradually vary in richness. That is, Face to face interaction is measured to be a rich channel because it gives room for feedback rapidly. However, through Face to face interaction, there is a diversity of cues simultaneously—for example, facial expression. Therefore, text-message-based communication through email is considered less rich than Face to face interaction.

Media Richness theory decision-making from an e-commerce perspective is typically on specific marketing communication tools to send information (data) to clients or customers and support them with their decision-making procedure. However, Face to face communication is based on personal decision-making as a physical store. It is rapid and speedy in feedback and communication abilities concerning the accessibility of in-store salespeople. Consequently, individual varietal opinions and a wide diversity of languages anticipate as they come into existence. Therefore, in-store marketing communication tools are very high in media richness. Furthermore, the researcher proceeded to say that online situation has a lower capacity for direct feedback, and there are individual suggestions in juxtaposing with physical stores. Therefore, online pardon measures are much fewer in media richness theory. On the other hand, in a firm/business organization, clients and customers are probable whenever there is feedback in any rich, varied situation and has direct interaction potency.

Finally, the Online platform explicates the embodiment and provides an avatar as a user's modified character to increase perceived co-presence enhancement and shopping involvement. Randomly, respondents ascertained one of the two websites stimulating a shopping site in any small business enterprise. Furthermore, interface structures were influenced on those websites, as a situation whereby landscape can be categorized as computation features such as organization logo or symbol and human personalities feedback features were significant on the perceptions of benefits and informativeness.

An emphasis that influence or speak much about website usability concepts on online customers' purchase purpose directed a small business enterprises research with 1000 minimum online customers. The research will focus on "On Amazon.com" as an appropriate website. For more comprehension by the respondents, the research will design an online scenario, enabling respondents to follow. An online survey will guide the competing respondents for the shopping task. The survey will comprise questions about ten usability concepts that will clarify what was earlier said by the investigator. For example, consistency, readability, and interactivity are paradigms required for the task.

Lee and Kozar 2012, defined "Interactivity" as the potency to create vivid interaction and communication with users. The statement by the scholar scrutinizes a high degree of connection and efficiency with feedback. Furthermore, interactivity significantly affects the purchase objectives. Among these, the significant effect of interactivity is the purchase determinant that will enhance communication between organizations and their customers. Twitter platform, for instance, can play a vital role in feedback between the organization and clients in a small business organization.

Finally, the Facebook business page, on the other hand, has created higher benefits than email and two lower face to face communication levels. Facebook page/platform usage in business interaction by small business enterprises will virtually correspond using media richness theory because it creates an updated ideal tool for distributing information, collaboration, education, and ethical maintenance during disaster management.

4.5.2. Criticisms of Media Richness Theory

Several researchers have contributed to essays on media richness theory (Dennis, Fuller, and Valacich, 2008. 575–200). In order to analyze and extract modern media, such as social media and computer-mediated communication, that are yet to have enough findings, some scholars recommend, advise and point out that MRT needs to be ascertained to anticipate modern communication channels, which later resulted in some of them suggesting that fresh and new theories should be created strategically to modify business communication. However, some key points to be noted when using Media Richness Theory, among others analysis, were stated by Hege & Ingrid, (2011).

1. The media richness theory explicates mediums and channels as high or low in communication richness based on their ability to expedite the selected ordinary meaning.
2. Mediums and channel capacities will affect communication usefulness. That is, the more a channel includes this; feedback, language variety, multiple cues, and personal focus, the richer it will be considered too.
3. The richest mediums and channels will be measured through Face to face interaction/communication. The model has been criticized for being outdated, among other communication tools. It perhaps recognizes that the original concept does not support modern communication channels. For instance, as stated before, there are no the wealthiest means of communication in every specific condition.

The research carried out on deficiencies of these earlier studies on media richness. Though media richness theories are complicated, it is also outward that the study to date has not straightened and verified the fundamental right of the theory. The important right is that if small business operators choose richer media [Face to Face] for suspicious messages, their effectiveness will be productive. However, researchers who question respondents on how they strongly produce or have allocated workers to jobs and means of communication to rate observations or usefulness have not addressed those opinions (Dennis et al., 2008. 575–600).

4.6. Organizational Structure

A business organization is a procedure that incorporates distinctive sorts of exercises to accomplish organizational objectives. In respect of these, every component of management must be able to play out their activity proficiently and visibly. The organization is only a procedure of incorporating and planning the endeavors of men and materials to accomplish set targets. Organizational structure is perhaps referred to as the anatomy of the organization, enabling fundamentally the arrangement of relations that function within or between various roles of that organization. Member's behavior can affect the organization's structure. This belief emphasizes a simple observation (Hall, 1977. 15–37), Buildings have halls, stairways, entries, exits, walls, and roofs. A significant determinant of the structure specifies the building because it illustrates the activities of the people within it. Concerning this behavior in an organization is influenced by the organizing structure. The influence of this structure may not be as apparent as that building, but it may be pervasive.

A suggestion from the researcher Hall indicated that structure has two primary functions, which probably affect individual behavior and business organization performance. Firstly, "this influence of individual variation is designated to regulate the organization," then "structure is a perception where power comprises decisions, organization and activities performed." The importance of structure at the business organization and subunit level for performance [efficiency, morale, and effectiveness] cannot be inevitable. (Van de Ven, 1976. 64–78).

Business organization structure has been subjected to recent journal reviews (Cummings & Berger, 1976; Ford & Slocum, 1977; James & Jones, 1976; Ouchi & Harris, 1974; Scott, 1975) and has been a broad topic among scholars. However, the conjunction between structural variables and performance between the public and private sectors plays a single role. Most importantly, they are dependent variables that can disregard. For instance, a review of the conceptual relations helps between organizations. James and Jones (1976) carried out a structure and individual attitudes and behavior.

Another researcher (Scotts, 1975)) researched the effect of technology on the picked structural variable. Ford, Slocum, Ouchi, and Harris reviewed structure literature concerning technology and the environment. There was a conservative estimate between the last decade of nearly 50 research studies that examined the relations of organization structure to member attitudes and behavior. The hypotheses found performance to be considered as a dependent variable in any two cases: Farris 1969 and Ingham 1970. Furthermore, an exhaustive review was focused basically/primarily on

attitude again; studies in communication with performance were relatively limited. Though relevant citations are included in the literature, the association between structural variables and performance is subjected to inspection.

Organizational performance as a variable dependent on structure situation has been envisioned and measured differently. Firstly, in analysis, "Hard" performance criteria will depend on factors such as production, sales, gross profit, commissions, and services rendered [non-profit sector].

Secondly, supervisor's appraisals, self-perceptions, and similar measures will be considered "Soft" and "Bottom-line" less indicative of organizational performance.

4.6.1. Flat/Tall Hierarchy and Performance

When considering business organization structures, it can be tall or flat, explicating the level of management in the organization hierarchy and the related distance between front-line or entry levels of employees and top management. A tall or flat structure in a business can impact various elements within the organization. In a flat structure, there are some layers or just one layer of management, which implies the "hierarchy of command" from top to bottom is short. At the same time, the "wide span of control" in an organization refers to the number of employees for which each manager is solely responsible. With a given number of employees, if a manager has much reporting, their span of control is wide. A manager with a small number of direct reports has several management layers. Flat organizations are often fewer layers with a relatively flat structure which must have a narrower average life span. By contrast, tall structure [multiple layers] explicitly states that there are multiple layers of authority between the manager and low-level employees. For instance, an entry-level employee may report to a superior, who reports to an executive, who reports to a managing director, who reports to a president, and, finally, to the top management.

Many researchers have directly addressed the flat/tall dimension, but physiologists' productivity was examined by (Meltzer and Salter, 1962. 351–362). Between numerous publications and vertical span, there was a positive association. A tall organization structure tells that there are more explicit promotion regulations emphasizing merit than seniority. It implies a very soft measure.

Considering the laboratory formats relationship inspected by authors, the measured time required to complete decisions did not differ between flat and tall structures. Hence, a flat structure requires more time to resolve conflict and coordinate potency, and a tall organization structure performed effectively as regards profit and rate on the return on

organization revenue. Profit and rate of returns of revenue will play an essential role in the aspect of this study. Salespersons will be more effective in addressing flat organizations, and then their measures that guide the effectiveness will be utilized, such as absenteeism, the total number of orders received by a salesperson divided by the total number of retail outlets visited, miles traveled by the salespersons will be divided by the number of retail outlets visited (Ivancevich and Donnelly, 1975. 272–280).

It will be tough to conclude on findings with professionalism because the authors summarize the vertical span relationship to be problematic. (Meltzer and Salter), (Carzo and Yanuozas), and White collar employees (Blau, Ivancevich & Donnelly), including both positive and negative associations submitted.

4.6.2. Business Administration Intensity and performance

In order to accomplish the set goal, *administrative intensity* is defined as the number of administration personnel [managers, professionals, and clerical workers] divided by the number of production workers [craftsman, artisan, and laborers]. A significant increase in administrative overhead for Nigerian business enterprises argued that the growth in administrative intensity would not relate to increases in labor productivity; instead, they will separate processes increases in administrative rate not positively united with performance (Melman, 1951, 1956). In place of these, some authors are yet convinced. They posit that labor productivity and administrative intensity can be viewed as productivity (Delehanty, 1968; Holland, 1963). For instance, a positive relationship between the costs of administrative overhead and levels of production (Hildebrand & Liu, 1957. 222–235).

Structuring Dimensions

Structuring Dimensions refer to policies and activities occurring within organizations that prescribe or restrict the behavior of organizational members. In comparison, "structural dimensions such as size, the span of control, and administrative intensity do not describe or limit the behavior of role incumbents in organizations.

4.6.3. Specialization/Complexity and Performance

According to practitioners (Payne, & Mansfield, 1976; Pugh, Hickson, Hinings, & Turner, 1976. 515–526), "specialization" is defined as the number of different occupational titles

or functions and activities pursued within an organization. "Complexity," on the other hand, refers to the number of different occupational specialties, although specialization and complexity are synonymous concepts and are treated jointly in this section. However, performance as a dependent variable is used for theoretical explanation/by researchers in this perspective that has used performance as a dependent variable. Findings and investigations reported that inter-stratum conflict is decreased by specialization in elementary and secondary schools. Inter-stratum conflict occurs among units of dissimilar authority over the allocation of control within the organization (Beck & Betz; Pondy 1967. 59–74). However, the relationship between inter-stratum conflicts and performance has not yet been theoretically determined. Although the preponderance of evidence suggests a positive relationship between specialization/complexity and performance, the lack of complex performance criteria, coupled with reports of no associations, results in the conclusion that the association between specialization and performance has yet to be ascertained.

4.6.4. Formalization/Standardization and Performance

The extent to which appropriate behavior is described in writing is called "Formalization." Hence, standardization is closely aligned, related to Formalization. Standardization in an organization prescribes or reduces member behaviors and procedures of members. Formalization in this perception will support job classification. For example, the testing of prospective employees will be solely responsible for the assistant personnel manager]. Although the expression illustrates a specific behavior expected of persons in the classification, it does not limit procedures by which assistant personnel managers should accomplish their responsibility when rating. Specialization will outline those procedures by "testing prospective employees" in the business organization.

In contrast, Formalization means order given to someone to do a task, while standardization means the process of how to do it. There are two visible evident points corresponding to formalization/standardization and performance. First, role ambiguity is liable to occur without a minimum level of Formalization and standardization. Role ambiguity may affect member attitude and performance (Rosenthal, 1964; & Lirtzman, 1970).

However, business scope, resulting in boredom, alienation, business dissatisfaction, absenteeism, turnover, and low output Formalization and standardization, may be caused by Formalization and standardization. (Hackman & Lawler, 1971. 259–286). These alternative effects opinioned a curvilinear relationship whenever will have an

optimum level of formalization/standardization that limits role ambiguity yet maintains a reasonable level of business scope.

Theoretical finding conducted at the subunit level of analysis neither support nor rejects this hypothesis. Research on health and welfare agencies, manufacturing employees, county administrators, and bank employees found no association between Formalization and performance. It is quite unfortunate that none of the research used rigid performance criteria but perceived role performance, peer and supervisory ratings, theoretical simulation, and role ambiguity will be adequate measures of performance. Aside from performance measurement issues, reports refer to scientists and employees in an organizational setting. The performance propensities of employees and managers' relative Formalization have questionable generalization to blue-collar and unprofessional personnel. Having said this, we can conclude that an association between levels of Formalization and performance has not been convincingly identified (Hackman & Lawler, 1971. 259–286).

4.6.5. Centralization and Performance

Centralization deals with the locus of authority to make decisions in business organizations. Assuming the power to make decisions is exercised by only a few individuals, the structure is centralized. In centralization, only one ultimate person makes the decision. If authority and subunit exercise an equal right in making decisions, there will be a minimal degree of centralization. It has been reported at the subunit level analysis, both negative and zero (Harrison, 1974; McMahan, 1976; Miller, 1967. 234–241). At the organizational business levels of analysis, the findings are similar: a negative association has been reported. The evidence clearly shows that centralization is negatively associated with performance in both subunit and all business organization levels. However, we can ascertain that we are disinclined to state this conclusion firmly—the overwhelming majority of these studies and not use complex performance criteria. For instance, findings and three studies used to illuminate an inverse association between centralization and performance at the subunit level used soft measures as the dependent variables: alienation [Miller]; and a variety of performance perceptions (Harrison; McMahan).

Moreover, the three studies that did use complex performance data examined the centralization and performance of professionals and Managers. However, there will be a confidential reduction because of the lack of complex criteria in generalizing an overall reported inverse association. It is unclear whether managers and professionals react as blue-collar or non-professional employees regarding centralization. Although, centralization and performance for managers and professionals in studies using

complex performance criteria have limited evidence supporting a negative relationship in a firm (Harrison et al., 234–241).

4.6.6. Contingency Approach to Structural Performance Relations

Structural variables, as regards findings, suggests a combination of the situation are more associated with organizational performance than either of these variable acting alone. Unfortunately, though, few studies considered situation variables in this review. However, most studies dealing with pattern variables are conspicuously absent because they have not used performance as a dependent variable (Fullan, 1970. 1028–1039). Some studies considered contingency format as a performance variable with dependent variables. However, these studies will not recognize consistent research for the contextual variable and performance (Mohr, 1971. 444–459). Another study that involves 300 organizational units classified into long-linked, meditation, and intensive technologies, as stated by a scholar, found no direct relationship between technology and effectiveness. Ambitious organization-level studies in two perspectives will neither be able to establish a clear linkage between environmental complexity, structure, and performance. Effectiveness will be primarily due to organization structure, but little of the proportion of variance in effectiveness will be due to environmental contingencies.

In exploring mediums and channels suitable for small enterprise's performance of the environmental-structural relationship for the business organization in Nigeria, there is a relationship that buttresses this study of 80 British Corporations, found that the correlations found that the relationship between foundation and performance was contingent on the size of the organization. Small business enterprises were more effective with a little foundation; larger organization were more effective with formalized structure. As stated by Khandwalla (1973. 481–495) in a research based on 79 united states firms and using long-term profitability as the dependent variable, concluded that patterns of relationship between situational and structural variables could substantially affect organizational performance.

In summary, the challenges in collating the contingency approach to structural-performance relationships are as follows:

1. Many findings in this review have not been primitively addressed as a variable performance.
2. Others' confidence level in the reported associations has not used complex performance criteria.

3. Researches on the contingency theory framework do not illustrate c that variation in the design of business organizations operating in similar structures will be affected and confront severe consequences for their performance levels.

3.7. The Communication Change

Some time ago, Bharadwaj et al. (2013) stated that digital technologies [e.g., peer-to-peer networks, virtualization, cloud Computing] had restructured business organization platforms to a more flexible, complex, and dynamic digital ecosystem. As a result, Digital technologies roles are simplifying Competitive advantage, which deteriorates rapidly by solubility industries barriers, and challenges, destroying long-successful business models and paying ways to acquire skills.

Consequently, digital technologies will stimulate an increasingly digital ecosystem, and firms will have to inculcate effective strategic change to respond to prior studies' barriers. (Bruch et al., 2005. 97–107; Hawk *et al*, 2013. 1531–1550). From two perspectives, "content and process" will emerge existence literature stated by Rajagopalan and Spreitzer (1997), research figured out changes in the content of strategy while the latter buttresses the strategic change process. e.g., Speed and Magnitude.

Luscher and Lewis, 2008, explicate that the process perspective will endeavor to explore mediums and channels through the paths of top managers' sense-giving, middle managers' sense-making, and sense-selling. Under the perception that strategic change is a top-down learning process. Top managers initiate strategic change from this perspective, then depend on middle managers, and ultimately cascade down to employees (Brady and Walsh, 2007. 1601–1621). Hence, top managers collecting enough information for strategic change will find it more difficult because of the increasing complexity in an open space or environment. Moreover, top managers' strategic intuition in the top-down hierarchical learning process is often not totally and accurately grasped by middle managers because of information asymmetry (Luscher, and Lewis, 2008. 221–240) and is not well implemented by the employees due to non-locality. Therefore, at the final change there may be a deviation from the previous one, and the total time of strategic change will be elongated. From the assertion, the increasing openness begins to tackle the traditional perspective and alternative bottom-up approach that relies on bottom-up learning, which has seduced much research attention.

Kim *et al.* (2014), define "Bottom-up learning" as the process that lower-level employees gather information and express their suggestions to top managers for strategic decisions. However, it is unfortunate that strategic change offers little insight into how bottom-up learning affects strategic change. Furthermore, the Impact of bottom-up learning strategic change have conflicting views on previous literature. Research from information-processing theory suggests that bottom-up learning is beneficial for top managers to collate divergent data needed in the strategy, including technological evolution, customer demands, market competition and lot more. (Alexiev *et al.*, 2010. 1343–1364). Therefore, organizational inertia studies believe that new information derived from bottom-up learning may conflict with existing processes, politics, and procedures. In order to react, the conflict's Impact of bottom-up learning on strategic change depends on the speed and magnitude. Moreover, bottom-up learning efficiency is contingent on strategic flexibility; some firms can reallocate and reconfigure their resource and process through dynamic capability. It was discovered that bottom-up learning potency has an increasingly positive impact through the speed of strategic change except for inverted U-shaped that contribute to the magnitude of Strategic change. Furthermore, results from the analysis show that the correlation between bottom-up learning and the speed of strategic change is weakened by resource flexibility, whereby strengthened by coordination flexibility; inverted U-shaped linkage of bottom-up learning on the magnitude of strategic change is positively moderated by both resource flexibility and coordination flexibility (Alexiev *et al.*, 2010. 1342–1364)

In conclusion, this study has three contributions. Firstly, characteristics will reflect in the process of changing strategy and simultaneously review antecedents of two perspectives of strategic change. The speed and magnitude that will adversely contribute to current empirical findings on strategic change and deep-rooted our understanding of the speed and magnitude of the strategic change.

Secondly, Kim *et al.* (2014), figured out organizational learning theory as a study that will add the importance of bottom-up learning skills that will assist in exploring mediums and channels which will influence factors of strategic change in small business enterprises when yielding updates.

Thirdly, the effect of bottom-up learning suggests contingent on strategic flexibility. The research outcomes will provide two types of strategic flexibility that differentially moderate the main factors determining strategic change speed and magnitude within a complex and dynamic ecosystem.

3.8. Strategic Change, Speed, and Magnitude

Rajagopalan and Spreitzer (1997. 48–79), research on strategy change, through which organizations can be empowered and succeed by adjusting strategic paths, necessary resources, and capabilities in a fast-paced environment, has long been considered an essential field of strategic management. Nowadays, the exploration of the phenomenon of strategic change has been discovered by more scholars through a dynamic process perspective in which rapid strategic change and the magnitude of strategic change have two essential characteristics that play a vital role in an organization's development. First, the speed of strategic change indicates the length of time spent on the process of strategic change (Gersick 1994. 9–45).

Speed is a decisive factor for firms to gain a competitive advantage. For example, quick strategic decision-making achieves better than organizational performance, especially in a dynamic ecosystem. A specified organization with a more significant strategic change may speed up responses to the competitive rivalry's actions. Profit first-mover advantages by introducing new products, technologies, and business models to exploit strategic opportunities before their disappearance (D' Aveni *et al.*, 2010. 1371–1385). Subsequently, the speed of strategic change in small business enterprises becomes critical to the organization's performance.

From another perspective, the magnitude of strategic change indicates the business scope of strategic change in a small business organization (Wu *et al.*, 2011. 56–87). In fact, in the scope of strategic change, an organization can be flexible to adjust its strategy by increasing its accommodation to the environment and reducing risks in the process of decision-making (Zajac *et al.*, 2000. 428–453).

Consequently, not all large-scale change projects can succeed, and some of them may induce unintended outcomes to organizational performance. Hence, the magnitude of strategic change also has important performance implications. Concerning significant performance implications, a small business organization can change its strategy quickly and adaptively becomes a relevant issue worth investigating.

- *Bottom-up Learning and Strategic Flexibility*

Direct communication between top managers and lower-level employees underscores bottom-up learning. When confronting a dynamic environment, updating with timely data on environmental change and customer or competitive intelligence to guide their decision-making has become a challenge to top managers unless they stay in close communication with lower-level employees. The significance of bottom-up organizational learning has gradually been recognized—for example, the Impact of bottom-up

information inflows on technological innovation. Information mobility from bottom to up, as claimed, increases top managers' variety in experience and thus stimulates the production of bottom-up learning. However, bottom-up learning is advantageous to facilitate explorative innovation in a small business organization. Therefore, emphasis should be explored on how bottom-up learning and organizational formalization affect ambidextrous innovation (Wei *et al.*, 2011).

However, findings suggest that the established routines and patterns of processes, policies, and activities can lead to organizational inertia theory, hindering effective strategic change. (Hannan and Freeman, 1984). Organizational inertia can be divided into two types: resource inertia and routine inertia. "Resource inertia" is connected to resource investment patterns, while "routine inertia" is connected to organizational processes that use resource investment.

Subsequently, new data derived from bottom-up learning may signal the need for change; the existing resource inertia and routine inertia often produce resistance to initiate change.

In order to get rid of these two types of organizational inertia obstacles, Sanchez, 1995, 1997 stated that strategic flexibility in a small business organization is imperative. Strategic flexibility means firms' dynamic resource management capabilities to reallocate and reconfigure their organizational resources and processes, and it is composed of resource flexibility and coordination flexibility. Emphatically, Resource flexibility is addressed as the capability to create new resources with varietal uses, widening the resource base and the potential that suit existing opportunities (Eisenhardt & Martin, 2000; Wu, 2010). Coordination flexibility, on the other hand, highlighted the capability to create new resource combinations through integrating and deploying existing internal and external resources to uphold strategic change through mediums and channels of communication in small business organizations [Li *et al.*, 2010; Sanchez, 1995]. However, there will be increased use of information when strategic flexibility affects the moderate Impact of bottom-up learning strategic change.

Some scholars focus on bottom-up learning as executives' knowledge integration behavior of exploring mediums and channels through which communication flows with low-level employees in a small business organization. However, the dynamic ecosystem responded that managers play a crucial role in strategic decisions. Hence, most of them confront increasing challenges in identifying opportunities for customers, technology, and the ecosystem unless they mingle with updated employees who have detailed information about internal and external stakeholders and customers (Tushman and O'Reilly, 1996. 8–30). Bottom-up learning argues that it increases the speed of strategic change for several reasons. Firstly, Hierarchical communication and work efficiency are

derived through bottom-up learning. Meanwhile, incrementing the level of bottom-up learning will allow top managers to acquire extensive real-time information and knowledge about technology updates, customer demand, and competition changes through formal or informal approaches.

Furthermore, real-time information can extend top managers' understanding of a particular industrial ecosystem within a short period, resulting in the quick formulation of new strategies to sustain a dynamic environment (Eisenhardt, 1980; Gilbert 2005. 1105–1121).

Secondly, Lischer and Lowe (2008) explicate the positive impact of bottom-up learning on the speed of strategic change because it promotes communication between different stages. Employees' and even middle managers' anxiety, suspense, and defensiveness may be relieved through effective communication raised by strategic innovation.

Thirdly, a sense of participation can promote employees in bottom-up learning, which can mitigate the employees' negative resistance to new strategies due to lack of understanding and also promote the quick implementation of the new strategy. Recently, an argument suggested that bottom-up learning through mediums and channels can help business organizations proceed toward the new stage and accelerate strategic change (Wei et al., 2011. 314–329).

An organization will rely more on bottom-up learning and self-reinforcing nature during collecting information on environmental changes and fostering the speed of strategic change. Consequently, organizational innovation can be implemented or carried out based on the following analysis:

- Bottom-up learning has an increasingly positive intimacy with the speed of strategic change

Bharadwaj *et al.* (2013) stated that the magnitude of strategic change from the different speeds of strategic change would change the business scope, resulting in heterogeneous information and information exchanges. However, the bottom-up line may speed up the magnitude of strategic change because of three findings. Firstly, employees' sense of participation will increase through bottom-up learning. i.e., It gives room for motivation for employees to discover misalignments among existing products, services, technologies, and ecosystems. Thus, an employee will be promoted through a collection of helpful information and formulate incremental innovation in product design, administration, and operational processes (Brady and Davies, 2004. 1601–1621).

Secondly, there will be an open atmosphere for every employee that undergoes bottom-up learning to share new ideas generated from emerging mediums and channels of product/technology development, competition trends, and customer demand. Therefore,

the top managers will use employees' new ideas and rich information to innovate, revolute, and stimulate strategic changes by exploiting communication. For example, developing new products, investing in new technologies, and exploring new small business enterprises implies a higher strategic change (Gilbert, 2005; Lavie, 2006. 24–43).

Thirdly, bottom-up learning will trigger top managers to revise their cognition of environmental trends by adding new skills and knowledge to improvise the existing knowledge base. In essence, top managers will develop an experiment with various new solutions revising current beliefs and cognitive structure to solve emerging challenges, which yields results at high-magnitude strategies change. Furthermore, bottom-up learning tends to give rise to proactive and aggressive approaches through the top managers to respond to environmental change in small business organizations, which increases the magnitude of strategic change.

However, there will be declination when the positive effect of bottom-up learning emerges in high proportion. Bottom-up learning will increase the difficulties of integrating a diversity of information, as small business employees with different traits will offer heterogeneous views or ideas concerning phenomena and environmental change. Integration over diverse views requires the organization to input many resources and costs to increase investment risk and hinder strategic change. Moreover, employees are consistent specialists in specific fields, who are notified of opportunities in their field and tend to update locally. As a result, employees are liable to miss information and opportunities far from their character and attitude expertise.

In line with these, employees do not have strategic foresight, which causes difficulties in acutely predicting or exploring potential opportunities [Gilbert, 2005; Wei *et al.*, 2011].

- The moderating role of resource flexibility

In line with the strategic change process, other complementary resources are expected to be considered to ensure that the new strategy scheme works well. Organizational inertia makes firms encounter many challenges when there is a lack of required resources, such as coordination difficulty between different departments, which encourages employees' boycott and slows down strategic change. Therefore, resource flexibility, which identifies a firm's capability to accumulate resources with inherent flexibility, executes a vital role in implementing strategic change (Gaynor, 2013; Minbaeva *et al.*, 2003; Shimizu & Hitt, 2004).

As stated before, the speed of strategic change increases bottom-up learning by furnishing more real-time bottom-up ideas and undermining the negative effect of resistance caused by employees' lack of skills and knowledge about new strategies. This study argues that resource flexibility negatively will moderate the Impact of bottom-

up learning on the speed of strategic change because of the substitution effect of flexible resources for bottom-up learning.

Initially, higher resource flexibility signifies firms' potential with a more extensive range of alternative uses to which one type of resource can be carried out. Accordingly, business organizations offer diverse information about deviations from prior ecosystems and new environmental changes, which can entice firms from adhering strictly to or ignoring information about the innovation. For example, change in consumer demand and competitor's actions [Kraatz and Zajac, 2001; Liu *et al.*, 2009]. However, frontier employees will find it difficult to draw their attention to the information collection of misalignments between existing technology and environment, which multiply the time lag of real-time information. Whereas new external changes are required at the bottom-up, learning will be weakened. Putting new valuable opportunities and information together in small business enterprises will serve as an example of an external relationship resource about the industry. The firm's competitors, regulators, and investment banks will support customers and supplies, which equals the effect of information derived from mediums and channels of communication as regards flexibility weakness towards the Impact of bottom-up learning. Furthermore, high resource flexibility in a business organization will heavily invest in resource stocks, leading to higher resource commitment towards a given goal or strategy. Finally, highly flexible resource possession can, paradoxically, enable the organization to focus on applying and improving its existing strategies instead of developing new strategic alternatives (Sanchez, 1997. 71–95).

Sanchez (1997), defines coordination flexibility as the capability to fasten and obtain new resources and effectively recombine existing and external resources. Coordination flexibility is critical for the successful implementation of strategic change. The Impact of bottom-up learning on strategic change speed is positively contingent on coordination flexibility. It implies that coordination flexibility not only assists the organizations in pushing away obstacles created by organizational processes and routines but also facilitates the corporation among different organization databases. Organizations' mitigation routine inertia will be derived from coordination flexibility. Whenever there is declination routine inertia, firms, perhaps, break down their institutionalized communication mechanism and timely transmission of data about ecosystem changes while exploring mediums and channels for long-term enhancement of open communication and exchange of ideas. Information transformation will support coordination flexibility, and the positive impacts of real-time information [update] on the speed of strategic change is empowered as coordination flexibility strengthens.

Coordination flexibility plays a vital role that cannot be overemphasized in subdivision functions and interests. Conditionally, the efficiency of cooperation among different business branches improves, conflict of interests between departments relieves, and organizational members' acceptance of change elevates. Therefore, the new strategy should be implemented rapidly.

Finally, Matthyssens *et al.* (2005, 547–554) emphatically stated that a sustainable ecosystem would create coordination flexibility in which the business organization can better assimilate and use new information, which increases its potential satisfaction of bottom-up ideas and develops high-magnitude of strategic change. Adjoined with such flexible mechanisms, organizations will likely explore mediums and channels of communication through bottom-up ideas beyond their donation and advance strategic change with high magnitude.

3. RESEARCH METHODOLOGY

The empirical section focused on the data collated by interview from the employees in the organizations that falls under the category of Small and Medium sized enterprises. The empirical section includes collection and handling of data, methods used and presentation of results. The empirical section focused on the data collated by interview from the employees in the organizations that falls under the category of Small and Medium sized enterprises. The empirical section includes collection and handling of data, methods used and presentation of results.

3.1. Collection and handling of Data

The data was dispensed using interviews. The interviewees must be senior workers of SMEs with locations in Nigeria due to the mode of data collection. In addition, before a member of an SME is allowed to be interviewed, the company must meet the criteria for being classified as an SME, which includes having at least ten employees and a working communication channel. The SMEs chosen for an interview include micro, small, and medium-sized businesses headquartered in Nigeria.

Five employees/entrepreneurs from four SMEs are selected, and the five are: Michael Yaya, a project supervisor with Milestone International Rehabilitation; Akin Ogungbe, the managing director of Safety Initiative Nigeria Limited; Akorede Oloyede, the chief executive officer of Menvolution Technology Limited; Kolade Adesanya, a data analyst with Trittech Nigeria Limited; confidentiality is respected where demanded. Hence, these are the four to be mentioned. In selecting interviewees, deliberate steps were taken to ensure that only senior employees or entrepreneurs working with registered SMEs were selected. These will ensure that the data collected are credible and that the information is not misleading. Interviewees are selected from personal/associate contacts and recommendations. The information collated was combined, and conclusions were derived from the results. In addition, a comparison between the responses was made available to reveal all the different aspects of the data.

3.2. Methods

As said earlier, the data was collected through interviews. Effective communication in business will be examined through the qualitative research method. It will permit researchers to ask questions of selected employees who have actual experiences of the study's influence on communication. Therefore, qualitative research was the most suitable method for the thesis. The selected employees of specific organizations were asked questions through an interview (details in 3.1). The interview served as the primary source of data collection. The interview was conducted over the internet using video call technology and in person wherever the situation arose.

Furthermore, the idea of the interview was to acquire adequate information from the management's point of view because it is a superior advocator that knows much about the business organization—the interview method surveyed partly and meticulously through the questions that require a response from business stakeholders. Therefore, the interviews used open-ended questions, which were semi-structured to enable flexibility and capture as many details as possible.

3.3. Results

The results are presented based on the responses of the interviewees. Communication perception towards exploring mediums and channels cannot be over-emphasized because it requires numerous pieces of information to any length to be meticulous. These imply that data would be circulated through the business organization. Therefore, the interview's outcome will be of immense importance in identifying the channels and mediums of successful business communication in small and medium scale enterprises.

4. ANALYSIS AND RESULT

The data collected from the interviews conducted with five SME stakeholders in Nigeria was presented and analyzed in this chapter. Data analysis is the process of dissecting the data to identify its constituent parts (Saunders, 2016. 1–5). The way the data was put together at this point should allow it to respond to the research questions satisfactorily. The qualitative data is then given a new meaning through data analysis, which divides it into smaller pieces for the following concept studies. The researchers' methodology for analyzing the qualitative data collected from the semi-structured interviews is thematic analysis. According to Braun and Clarke, the examination of data reporting patterns, or themes, can be clearly described and identified through a thematic analysis method.

Researchers grew familiar with the data collection by reading it repeatedly to comprehend the patterns and meanings of the material thoroughly. Then, following the data analysis, the authors produce the required data patterns for accurate interpretation (Braun & Clarke, 2006. 65–97).

The data will next be arranged into relevant "codes" or categories (Braun & Clarke, 2006. 65–97). Different codes may be assigned to a single interview segment depending on what needs to be said. Codes can be used to describe what is said during an interview summarily. While authors become comfortable with the data, initial codes can be provided. Codes can be changed and integrated into relevant themes now that various data points have been sourced. At this point, the data should have been pooled, evaluated, and properly divided. The names assigned to each topic should make clear how that theme relates to the study question.

The theme name should be succinct and clarify what kind of data it covers. Every theme should be introduced together with a justification for its interest. It is vital to determine the theme's essence, which must be related to the primary research issue.

The author has now used the theme analysis method to show the main findings of the data study. Five potential themes for the analysis of the interview data were established because it contains all the relevant information required to answer the research question. Every theme is unique and follows different, non-overlapping patterns. The author of this thesis settled on these five topics since they each significantly contribute to answering the research issue. The themes are:

Theme 1: Types of Communication in SMEs

Theme 2: Utilization and Effectiveness in Communication

Theme 3: Role of technology in communication in SMEs

Theme 4: Significant factors in SMEs Communication.

Theme 5: Implementation

Significance of Theme Chosen

The data collected from the interview was categorized into five themes. These five themes are the most important to the study because they are essential to effective communication channels. Therefore, the author developed five unique but related topics to avoid data overlap. The author received insightful information from these five themes that enabled him to identify efficient and effective media and channels for communication as well as other critical components of communication in small and medium-sized organizations.

THEME 1: TYPE OF COMMUNICATION.

From the data collected, it was established that the first factor that must be determined in business communication for SMEs is the types of communication and how each type applies to business processes and operations. According to Akin Ogungbe, the managing director of Safety Initiative Nigeria Limited, the most common types of Interviews among small and medium-sized enterprises in Nigeria include *lateral*, upward, downward, and external communication (Ogungbe, 2022).

Lateral Communication:

The interviewees that mentioned lateral communication as part of the type of communication in SMEs regarded it as every form of informal communication. The respondents also believed that lateral communication has advantages and disadvantages. The significant advantage is that it aids the common understanding of instruction among peers. The disadvantage is that too much lateral communication can cause unintended distraction and deviation from laid down principles. The response from the interviews concerning what lateral communication can be summarized as *an organization's departments or units that are at or near the same hierarchical level as one another exchanging, imparting, or sharing information, ideas, or feelings in order to coordinate actions, efforts, or achieve a shared purpose or objective.*

Upward Communication:

There are communications between employees and managers in all different types of organizations. Upward communication is one where employees send information to

managers or superiors. It is usually in the form of responses and feedback. Akin Ogungbe, the managing director of Safety Initiative Nigeria Limited, gave upward communication as "the process of information moving up a hierarchy from the lower levels." Another respondent, Michael Yaya, mentioned that "traditional modes of communication are losing favor in small and medium-sized businesses, while upward communication is growing in popularity." (Ogungbe, 2022). People are divided into levels in more conventional organizational structures like a hierarchy.

Downward Communication:

The opposite of upward communication – information flow from top to bottom. When information and messages move down an organization's formal chain of command or hierarchical structure, downward communication occurs. In other words, communication and orders flow downward from the top levels of the organizational hierarchy. As mentioned under upward communication, downward communication has recently declined. One of the interview respondents, Kolade Adesanya, subtly mentioned that *downward communication is becoming nonexistent in his organization*. He said further that *the organization operates like a central team where every member is a stakeholder and every member has a say in the situation of his organization*. Therefore, the idea of the lowest-ranked employees may be the most acceptable (Adesanya, 2022).

External Communication:

The three communication types analyzed above can be categorized as internal according to the respondents, while external communication, as defined by one of the interviewees, Oloyede (2022) "is the procedures in charge of connecting with individuals and groups outside of your organization are known as external communications. Customers, companies, suppliers, partners, investors, government organizations, and law enforcement are a few of these." 5 of the five interviewees alluded to the informal method deployed in the discharge of business operations. This type of communication does not fall under any formal procedure.

- **Findings:** According to findings from the respondents, It was realized that the most utilized types of communication in SMEs are upward and downward. Downward from supervisor or manager to the team member: instruction and setting objectives; Upward from subordinate to superordinate: in the form of responses and feedback to superiors. Four of the five interviewees referred to the implementation of these two types. It is also necessary to note that lateral communication is the most engaged, though most of the lateral communication

may not fit in as formal communication. Based on this theme, this research finds out that the most effective type of communication is upward: because it clarifies the situation. It is also necessary to have formal downward communication as this will make instructions and objectives clear and straightforward. For flexibility, SMEs must give room for lateral communication. Fig. 1 below is the graph representing respondents that alluded to implementing internal and external communication in their organizations.

THEME 2: UTILIZATION AND EFFECTIVENESS IN COMMUNICATION

This theme will be subdivided into two sub-themes and mainly based on the result of theme one.

Sub-theme 1: Utilization:

These emphasize how communication is utilized in an organization. All five respondents alluded to using or having used all four communication types discussed above at one stage or another in their SMEs. In addition, the utilization of various media and channels of communication also cut across the use of technology which would be a discussion in theme 3 (role of technology in communication in SMEs).

- **Finding:** The use of communication at various SMEs is subject to what better fits the business settings. There is no perfect rule of how best communication can be used. However, in SMEs, upward and downward communication are necessary to give order, instruction, responses, and feedback. Lateral communication is also essential, although, in most SMEs, most lateral communication is not captured under formal communication; external communication is also very crucial as they enable organizations to communicate with the external environment. From the data collected from the interview, different approaches to external communication were collected: for some SMEs; external communication should be designated for different units or individuals; for some, most external communication is critical duties taken by the manager. This thesis finds that external communication in most SMEs is relative to the size of the SME.

Sub-theme 2: Effectiveness of Communication

This sub-theme focuses on how practical the communications approaches are in SMEs and the possible challenges and solutions.

The five interviewees generally echo that effective communication is a precursor to business performance and productivity. The five interviewees believed communication directly impacts business operations, projects, and overall success. Organizations with effective communication channels are most likely to have a positive outcome. In contrast, organizations struggling to get communication right are most likely liable to a business setback. Based on the response, this research can claim that the only categories of SMEs where ineffective communication can have a little impact are those of tiny sizes: small-scale micro enterprises – those run by an individual or two persons (Sole proprietorship).

The primary communication challenge among SMEs in Nigeria is the lack of requisite understanding of communication approaches. As a result, most SME employees struggle to grasp the communication channel and media utilization. This thesis gathered that some SME employees do not know the communication channel in place – most rely on lateral communication.

- **Finding:** Analyzing communication effectiveness shows that communication media, channels, and type may not be the significant issues with communication among most SMEs in Nigeria; instead, it is, in most cases, the awareness among employees. With the widespread cheap internet connections, SMEs in Nigeria are closing this knowledge gap.

THEME 3: ROLE OF TECHNOLOGY IN COMMUNICATION IN SMES

Before now, most SMEs could not institutionalize communication; most rely on formal and informal upward and downward communication and informal lateral communication. In SMEs of relatively large size, communication is mainly done along the organization's structure, while in smaller ones, communication is informal. However, the advent of technology - majorly digital technology through the internet - is being utilized among SMEs to facilitate communication. With this, it is easy for managers to pass formal information to every organization member through email, zoom, or Microsoft Teams. According to Ogungbe (2022), *WhatsApp and Telegram are part of his organization's communication channels.*

- **Finding:** The days of excessive paperwork are winding up in most organizations and SMEs. Communication has been one of the beneficiaries of this paradigm shift. Most SMEs now rely on digital communication channels to pass all types of communication: upward, downward, and external. Take email – the tool mentioned by all five respondents – as an instance: email can be used by

business managers to pass the message across to every member of the organization; email can be used by employees to respond to instructions and queries and to give feedback; email can be used to communicate with suppliers and to receive information from suppliers or review from customers. From the data gathered and the analyses performed, it is apparent that technology is building many gaps in communication among SMEs: gaps of the channel, gaps of utilization, and effectiveness.

THEME 4: SIGNIFICANT FACTORS IN SMES COMMUNICATION

This is one of the five themes used for the analysis of this thesis. This theme discusses the factors that are necessary to consider for effective communication and will be further subdivided into two sub-themes:

Sub-theme 1: Employee's Consideration

Four of the five interviewees agreed that employees must be given cogent consideration when choosing communication channels and media. At the same time, one believed that it should be entirely up to the organization's discretion. The people working for the SME must be considered when choosing communication channels: who they are, their capacity; educational background; and other relevant factors. According to Oloyede (2022), the CEO of Menvolution Technology Limited, "*employees make up the entire organization; communication is for them; hence employees' consideration is one of the most significant considerations when picking a communication channel.*"

Sub-theme 2: Flexibility

Also, from the data collected, one of the respondents, Michael Yaya, said that *communication approaches must not be rigid – they must be flexible* (Yaya, 2022). It should be able to adjust and readjust when necessity calls for such. With flexibility, SMEs can adapt their communication to constant internal and external changes.

- **Finding:** Business Communication should be done by considering key factors closely related to the size of the business, the employees, customers, and the external environment.

THEME 5: IMPLEMENTATION

After every significant consideration had been put in place, the implementation should be done. However, several factors must be considered when implementing communication approaches in SMEs:

- While flexibility is crucial, it must not betray certain principles of the organization.
- For effective communication, there must be training programs for employees to understand better what is in place and what is of paramount importance.
- Adaptability, as well as internal and external environment, must be considered when implementing business communication.
- **Finding:** Implementing business communication should be done intentionally. That is, it must be done through carefully planned processes, enabling a higher chance of success.

5. TECHNOLOGY AS A TOOL OF COMMUNICATION FOR SMES

The analysis showed that channels and types of communication might not necessarily be the significant communication issues among SMEs in Nigeria but lacked of broad and widespread awareness about what communication systems are in place. It is a significant challenge even in implementing communication approaches. Critically analyzing, the researcher of this thesis discovered that the challenge of awareness, utilization, and effectiveness should be solved through technology. The advent, growth, and penetration of technology have opened a vacuum of opportunities that SMEs in Nigeria can exploit and explore. Digital technologies such as emails, Zoom, Teams, WhatsApp, Telegram, and others provide a very effective media and channel of communication that SMEs can adopt in Nigeria for many benefits.

When technology is mentioned as a tool of communication for SMEs, the focus is always on Information Communication Technology (ICT), which benefits SMEs in Nigeria in many areas. Information and communication technology (ICT) offers SMEs a foundation on which to construct their business information systems to enhance their business operations, customer interactions, and effective delivery of goods and services to content the needs of additional customers. Customers can provide immediate feedback, allowing businesses to respond swiftly to changes in customer needs and locate new niche markets. Organizations can exchange real-time information and forge strong bonds with their clients, suppliers, and business partners. Additionally, SMEs must harness the potential of ICT to defeat rivals on any scale, be it local, national, or international. ICT is crucial in assisting SMEs in creating and delivering new goods and services with distinct features and in rerouting and redesigning their operational procedures to match the demands and changes of the current world.

Further to the discussion, ICT is a force that propels corporate expansion domestically and abroad. It offers access to new market opportunities and specialist information services, including remote counseling, ongoing training, new advising modes, and more. Modern ICT technologies have enormous potential and, if used appropriately, can help a company maintain a sustained competitive advantage. The quicker, more accurate, and more timely processing of all information can increase the efficacy and efficiency of corporate activities. In the present information economy, ICT is crucial.

Based on some of the benefits of ICT discussed vividly, it is clear that the usefulness of ICT in SMEs goes beyond effective communication. Of course, there is more to it, but adopting ICT as the channel of communication in SMEs in Nigeria will serve as the right

step in the right direction: for effective communication, growth, and business expansion. Furthermore, ICT is flexible, cheap, and easy to use and understand.

6. CONCLUSION

Business communication and technology are entwined in modern business and cannot be separated from one another because they are closely related. Therefore, it is impossible to overstate the role of technology and communication role in a company's success.

Discussion about the tasks that need to be completed or are already underway is only one aspect of effective corporate communication. The communication component of the business is typically how employees interact with one another (i.e., relationships) and how employees interact with their managers. The key to effective communication in the corporate sector is communicating thoughts, worries, issues, or even details of our own life at work. Studies have shown that businesses experience a 25% increase in productivity when their personnel communicate effectively.

While communication goes beyond what happens in a firm or the wider world of trade, it is just the beginning of the process. With all that stated, working as an employee in a highly competitive world involves more than just executing the tasks assigned. Businesses need but also anticipate this from their staff because it is how people interact with one another. There is an increasing focus on getting employees to perform more than simply their jobs to contribute to the success of the company: work-related team skills, the team culture, and effective teamwork. Communication is a tool to accomplish everything, and information sharing within and outside a firm is referred to as business communication. How employees interact with one another and do business is crucial to a company's success.

This thesis examines several business communication methods and channels for effective communication in small and medium enterprises in Nigeria. It is to make recommendations towards effective communication in business to function scrupulously in organizations.

Data were acquired through interviews to help achieve the main goals outlined. Employees of Nigerian registered small and medium-sized businesses participated in the interview. The Zoom interview was open-ended and semi-structured, and the information gathered was transcribed for an analysis afterwards. Thematic analysis was used to conduct the analysis, in which pertinent topics from the interview were extracted, organized, and then elaborated to produce significant findings and suggestions. As a result, all established objectives were achieved, and theoretical and analytical answers were given to all the research problems.

This thesis will be significant on many fronts to small scale enterprises, existing and potential entrepreneurs, and businesses as reference materials for further research.

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Adesanya, Kolade, (14 September 2022). Daa Analyst. Trittech Nigeria Limited.

Oloyede, Akorede, (13 September 2022). Chief Executive Officer, Menvolution Technology Limited.

Yaya, Michael, (12 September 2022). Project Supervisor, Milestone International Rehabilitation.

Ogungbe, Akin, (12 September 2022). Managing Director, Safety Initiative Nigeria Limited.

APPENDICES**Appendix 1/2****INTERVIEW QUESTIONS**

What type of business communication do we have?

How are they being utilized in small and medium scale business?

What are those conditions confronting business communication in SMEs?

How is business responding to those challenges facing communication?

How are different communication channel/media used to access and handle vital information?

Does effective communication play nay vital role in achieving business objectives?

Does setting in place effective communication have a direct impact on the productivity of SMEs?

How flexible should effective communication should be, and how does flexibility affects effectiveness?

Does the management of the organization consider every segment of the organizational structure in the choice of communication channel/media?

What are the major factors to be considered in choosing a communication system?

How are employees considered in developing communication strategy?

Appendix 2/2**INTERVIEWS****Interview 1: Ogungbe, Akin. Managing Director, Safety Initiatives Limited (12 September 2022)**

www.safetyinitiative.com

Type of business communication do we have? "Upward communication, downward communication, lateral communication, and outward communication are the four primary types of business communication."

How are they being utilized in small and medium scale business? "In small and medium scale business the four types of communication are being utilized at different point when the need arises. However, traditional modes of communication is losing favor in small and medium-sized businesses, while upward communication is growing in popularity"

What are those conditions confronting business communication in SME? "From my experience the challenges facing business communication are frequent communication overload, lack of feedback and misapplication of the communication tools."

How are business responding to those challenges facing communication? "The way businesses are responding to the challenges in my company are auto reply of emails and using of multiple communication channel, sometimes we make use of such platform such as Telegram Group and WhatsApp."

How are different communication channel/media used to access and handle vital information? "Each of the communication channels are being used to disseminate and collect information and the way each channel is being used depend on the features it has."

Does effective communication play a vital role in achieving business objectives? "Yes, communication is key in achieving business objective as it is a channel with which business stakeholders can be informed."

Thank you. Does setting in place have a direct impact on the turnover of SMEs? "Yes, it has an impact on turnover in the sense that when services or products of an organisation is not communicated to the end-users using the right channel it will affect sales."

How flexible effective communication should be, and how does flexibility affect effectiveness? "For a communication to be effective the recipient must be able to decode the information and it must be very flexible. If communication is not flexible it will affect decoding of the information."

Does the management of the organization consider every segment of the organizational structure in the choice of communication channel/media? "In relation to SME, management does not always consider the structure of the organisation in the choice of communication channel being used."

What are the major factors to be considered in choosing a communication system? "When choosing communication channel, the nature of the message, the urgency, the distance, and the size of the organization should be considered."

How are employees considered in developing communication strategy? "The ways employees are considered in developing a communication strategy is to consider the level of IQ each employee that are involve and accessibility to the form of communication channel intended to be used. Employees make up the entire organization, communication is for them, hence employees consideration is one of the most important consideration when deciding a communication channel."

Interview 2: Yaya, Michael, Managing Director. Milestone International Rehabilitation (12 September 2022)

Twitter Handle: @yahayamicah18

What are the types of communication being used in your organization? "Internal and External communication. Internal is downward and upward."

What about External? "External communication is the procedures in charge of connecting with individuals and groups outside of your organization are known as external communications. Customers, companies, suppliers, partners, investors, government organizations, and law enforcement are a few of these."

Can you please tell us how communication is being utilized in your organization? "Communication and order emanate from the supervisor and go straight to the team member."

That is Downward Communication? "Yes, but not on all cases. You know, there had to be flexibility, so communication is not always orders, instructions, objectives. There were some upward communication and of course lateral communication."

Okay. Thank you very much. Can you please tell us how effectiveness are the communication channel and media of Milestone International Rehabilitation? "Well, it is quite effective; I mean, it is flexible, and has brought results for several years but there is room for improvement."

What are the impediments or challenges? "Communication channels are not truly understood among SMEs in Nigeria at least from my experience at Milestone and elsewhere, and from the opinion of colleagues from other SMEs."

So what do you believe to be the solutions? "Well, access to internet has been helping to bridge some gaps. It has been a very interesting development."

What are the different communication channel that your organization used? "Electronic means through email, whatsapp sometimes and memo."

How does effectiveness or ineffectiveness of communication channel/media affect performance? "Let me say it like this, based on my years of experience, I can say that effective communication is a precursor to business performance and outcome. You how quickly or how perfect a task will be done is down to the quality of information available or the swiftness or understanding of the information or the instruction."

What can you say about flexibility? "Communication must be flexible but should not betray certain principles. For effective communication there are trainings in form of tutorials for communication."

Please tell us what are the key factors in communication? "Adaptability is very important consideration; Employees consideration; For use of application company provide internet for communication."

Interview 3: Akorede Oloyede, Chief Executive Officer, Menovation Lab Limited (13 September, 2022)

<http://www.menvolution.com>

What type of business communication do Mevolution Technology use?

"Well, our communication types are not really that different from those of our competitors and partners; we upward business communication, downward business communication, lateral business communication and external business communication."

How are they being utilized in your organization?

"Our communications modes are basically used to enhance productivity; facilitate employer and employee communication; enhance effective work relation and harmony, reduce riddance on production line; and enhance effective work relation and harmony."

What are those conditions confronting business communication in your SME – Menvolation Technology?

"Well, there are quite a handful: management Policy affect the communication; communication bottle neck; lack of knowledge sharing among workers or departments."

How is business responding to those challenges facing communication?

"In my own organization, we use the communication effectively by removing all communication bottleneck."

How are different communication channel/media used to access and handle vital information?

"email is used, other used paper from down to up other from up to down while interdepartmental communication are used in other organization."

Does effective communication play nay vital role in achieving business objectives?

"Oh yes, definitely it does. It plays a big role in achieving objective of the organization to enhance target are meet with specific standard."

Does setting in place effective communication have a direct impact on the productivity of SMEs?

"In the case of my organization and other experiences I have had: Yes – it does."

How flexible should effective communication should be, and how does flexibility affects effectiveness?

"It should be 80% flexible because as the business grow and expand the way of communication is being modify."

Does the management of the organization consider every segment of the organizational structure in the choice of communication channel/media?

"Yes, the management do."

What are the major factors to be considered in choosing a communication system?

"There are many factors, some may be peculiar to certain industry, others are not. But the most important factors include: the size of the organization; objective of the communication; the expected end and feedback method."

How are employees considered in developing communication strategy?

"The employees are the bedrock of any organization, and should be considered in any short and long term communication strategic planning."

Interview 4: Kolade Adesanya, Data Analyst, Trittech Nigeria Limited. (14 September, 2022)

Twitter Handle: @Kolade32716979

Please tell us what type of business communication do we have?

"There are four basic types of business communication which are external, lateral, upward and downward communication that I am aware of."

Kindly tell us how are they being utilized in small and medium scale business?

"Communication can foster a good working relationship between employer and employees, which is good for morale and inspiration."

What do you think are those conditions confronting business communication in SMEs?

"Securing capital for expansion and attracting qualified talents is difficult for most SMEs."

How is business responding to those challenges facing communication, as regards your organization ?

"Organizations should have clear set objectives and update their communication channels to meet such goals."

Can you tell us how different communication channel/media are used to access and handle vital information in your company?

"We mostly use Emails, and memos within different departments to raise query or clarify issues."

Do you think effective communication play any vital role in achieving business objectives?

"Effective communication is very important in an organization, as it helps to disseminate necessary information across different units promptly."

Do you think setting in place effective communication have a direct impact on the productivity of SMEs?

"Yes it can improve accountability which will increase productivity in the long term."

How flexible should effective communication should be, and how does flexibility affects effectiveness?

"It should be flexible enough to adapt to new innovations, meet industry standards and increase growth in all sectors of an enterpris."

Does the management of your organization consider every segment of the organizational structure in the choice of communication channel/media?

"We do and It's very essential for all Cadre of employees in choosing the right channel of communication."

What do you think are the major factors to be considered in choosing a communication system?

"I think feedback from employees, size of the firm and the overall goals should be taken into consideration."

How are employees considered in developing communication strategy in your company?

"It is necessary to consider employees in developing strategy as it brings trust, coordination, and improve the inputs from the workforce."