

Role of Decision Making for the Survival and Growth of an Organization under a Competitive Market (A Study of Nigeria Breweries PLC, Aba)

Unachukwu, Chukwemeka Larry¹ and Chukwuka, Ekene Udoka²

¹Department of Industrial Relations and Personnel Management College of Management Sciences Micheal Okpara University Agriculture, Umudike | E-mail: larryunachukwu1@gmail.com

²Department of Industrial Relations and Personnel Management College of Management Sciences Micheal Okpara University Agriculture, Umudike | E-mail: hitkn1@yahoo.com

Abstract: *The research work focuses on the role of decision making for the survival and competitive market using Nigeria Breweries Plc Aba for the study. In the course of this study five research questions were stated while four research hypotheses were formulated. A total of 120 copies of questionnaire were administered to respondents while 92 copies were correctly completed and retrieved. The findings are decisions making which employees are needed to facilitate decision making so that in availing at decision, their contributions must have been considered, also participation in decision making has it requires them to make use conscious mental effort in work activities. Based on the findings the following recommendations were made that suggestion boxes should be made available t those who can't say their opinions publicly and there should be a good relationship between the employees and managements for effective running of the organizational activities.*

Keywords: *Social and environmental costs, corporate social responsibility, deposit money banks and profitability*

INTRODUCTION

BACKGROUND OF THE STUDY

Decision making is the process by which individuals select a course of action among alternatives to produce a desired result. It is an organizational process or activity, which involves a conscious analysis of problem situations. Decision making is the action of deciding, it is obviously an accepted part of human life in the course of his daily undertakings. Decision making as a matter of fact, can occur accidentally or after much through and deliberation has been carried out, decision is influenced by emotions reasoning or by a combination of both. In whatever conditions it occurs, decision always lead to action, decision making can occur on individual or group level. At the individual level, one finds himself reaching a conclusion on a particular subject alone; in such situation the person is liable and responsible to the consequences of the decision. At

the group level as member of the groups. We may find ourselves occur at the peer group level. Community, organization, government at this level, our view and feelings has to be tested and argued with other members of the organization.

Decision making is at the core of planning, it means selection a course of action from among alternative in an organization a wide range of alternative of performing a task exists, but this lies on the manager to decide which approach that would lead to the desired result. Decision making is therefore central to the organizations predetermined goals and objectives.

This decision making shaped the structure and operations of business under a competitive market which remains one of the most challenging roles of a manager. Information systems are created to solve problems. They have limited assistance for management decision making is done by different knowledge and operational level of organization confronted with so much organizational complexities, management has a major task of formulating a general frame work.

OBJECTIVE OF THE STUDY

The objective of the study is to investigate the effect of leaders in an organization. This include the following:

- i. To find out how leaders behave in the process of accomplishing their functions in relation to their workers.
- ii. To identify the relationship between organization climate and behavior pattern of management style.
- iii. To investigate into the impact of the behavior on the productivity of the organization in the economic system.
- iv. To attempt a recommendation effective remedies which implemented and accelerate the morale of workers.
- v. To clearly define the style of management decision making as it affect survival and productivity in organization.

REVIEW OF RELATED LITERATURE

CONCEPT OF DECISION MAKING

This theory appropriately represents a compromised position between the extremes of rationalism and instrumentalist. This means that the position aspect of the comprehensive and instrumentalist models should be adopted. The basis unit of the theory is the isolation for detailed examination of the identifiable feature of any problem and its flexibility principle that make it realistic in actual decision making situation.

SATISFYING THEORY

Simeon (1982) is the profounder of this theory. To him this the actual theory manager's administrators use in their decision making activity when faced with problem. In this situation, they do not list and consider all available option because of time and resource available to them and their experience. Simple but, the decision maker only researches for a decision that satisfies rather than one that maximizes decision making as a concept and in actual sense. It is not an easy task because it take place within a Millen

and as such is attested by factors like organizational constraint, precedent division of labour stand for the specialist elites, values, orientation, time and pressure.

TYPES OF DECISION

There are many types of decision that can be made depending on the purpose

- i. **ROUTINE AND TACTICAL DECISION:** In organization, there are certain problems that revoke for example payment of salaries, short duties. Entrepreneurs are faced to make decision covering these problems. Time table and daily schedules are outcome of routine decision where as tactical decision can be for efficient use of the raw materials.
- ii. **STRATEGIC AND CORPORATE DECISION:** These are decision made to cover the whole of the organization activities. They are long term decisions that affect every department of the organization. They are top management decision touching the critical and essential aspect of organization; they are also called contingency decision.
- iii. **GROUP AND INDIVIDUAL DECISION:** Decision making group in the name of committees are widely use today in organization. We have standing committee, which is a committee that is not disbanded after proffering solution to their task; ad-loe committee is disbanded immediately there task is accomplished.
- iv. **ORGANIZATION DECISION PERSONAL DECISION:** These are decision made that concern the organization management running in the organization make decision that within their authority and responsibility as prescribed by the organization structure. The entrepreneur uses his discretion to make decision on behalf of his business.
- v. **ADAPTIVE DECISION:** There are decision made in response to combination of moderately usual and only partial known problems and alternative solutions. Adaptive decision often involves modifying and improving upon past routine decision and practice.

IMPORTANCE OF DECISION MAKING

However, its importance cannot be over emphasized in any organization. This is true because it is through decision making goals and objectives of organization are determined and set, and these no doubt determine that growth of the organization.

Secondly, decision making schedules and determine time frame within which goals and objectives should be realized.

Thirdly, decision making allow for mobilization and allocation of scarce resource for the attainment of the set goals of any organization.

Fourthly, decision making also pay major role in the allocation of duties and responsibilities to various members of the organization, no matter their hierarchy for the realization of the set goals of the concerned organization when people "Management" stimulate more and better work, we have good human relations in the organization. When morale and efficiency degenerate human relation in organization are bad.

Human relation manager must know why employees act as they do, and what social and psychological factors motivate them. Stoner (1978:35) said that human relations and frequently used as a general terms to describe the way in which managers interact

with their subordinate". It is a term usually given to the human aspect of management. Employees relationship, industrial relationship, organized bargaining and negotiation between the two.

RESEARCH MYTHOLOGY INTRODUCTION

This chapter focuses on explaining the methodology adopted in carrying out this research. In other words, it highlights the framework through which the research will be able to find answer to the research questions.

RESEARCH DESIGN

The researcher used a descriptive approach which involves nominal gathering of data through observation which is found in the empirical study of easy explanation of the underlying factors that surround this research work. The survey was carried out with the company using the random sampling techniques. Questionnaires were distributed to the respondents for the purpose of data collection and analysis.

THE AREA OF THE STUDY

The study are embraced to the geographical location of the domestic network of the company of the Aba to all the department located within the company Nigeria Breweries Plc, Aba especially the instrument was based on questionnaires to cover all areas that tends to have effect of employees participation.

POPULATION OF THE STUDY NIGERIA BREWERIES PLC ABA

The department are made up of all the workers interviews conducted by the researcher revealed that there are 120 staff in the departments.

The table below shows the breakdown of the workers from different levels of operation which from the different levels of operation which form the population.

S/N	Departments	No of Staff
1	Administration	15
2	Production	28
3	Finance	12
4	Marketing	35
5	Personnel	8
6	Purchasing	10
7	Store	12
	Total	120

SAMPLE AND SAMPLING TECHNIQUES

The stratified sampling technique was employed in the selection of the sampling size. This will give the researcher the opportunity to draw reference from population with varying status with Nigeria Breweries Plc Aba. The population was divided into homogenous and a sample drawn at random. This method will enable to obtain reliable and valid response; hence the population is relatively large. Therefore the sampling size will be generalized since we are not using the whole population.

SAMPLING SIZE

This is the part of the population which was actually studied out of 120 staff that formed the population 92 staff were selected as the sample size was determined using the following mathematical formula.

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

Where SS = Desired sampling size
I = Constance
N = Population of the study is 120
E = 5% (tolerable error)
N = 120

Therefore $\frac{120}{1+120(0.05)^2}$

$$\frac{120}{1+(120) \times 0.0025} = 120$$

$$= \frac{120}{1.3}$$

$$SS = 92 \text{ staff}$$

Department and their size

Population
Where OP = Number of staff in each department
SS = Sample, size
N = Population

i. Administration department

$$\frac{15 \times 92}{120} = 12 \text{ persons}$$

ii. Production department

$$\frac{28 \times 92}{120} = 21 \text{ persons}$$

iii. Finance department

$$\frac{12 \times 92}{120} = 9 \text{ persons}$$

iv. Marketing department

$$\frac{3 \times 92}{120} = 27 \text{ persons}$$

v. Personnel department

$$\frac{8 \times 92}{120} = 6 \text{ persons}$$

vi. Purchase department

$$\frac{10 \times 92}{120} = 8 \text{ persons}$$

vii. Stores department

$$\frac{12 \times 92}{120} = 9 \text{ persons}$$

The distribution of the sample size as shown above are summarized in the table below:

S/N	Departments	No of Staff	Samples
1	Administration	15	12
2	Production	28	21
3	Finance	12	9
4	Marketing	35	27
5	Personnel	8	6
6	Purchasing	10	8
7	Store	12	9
	Total	120	92

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA ANALYSIS OF RESEARCH QUESTION INTRODUCTION

This chapter will deliberate on analyzing and interpreting the data collected with a view to draw conclusion from the result.

RETRIEVAL OF QUESTIONNAIRE

The researcher distributed questionnaire to the worker in seven(7) departments selected in the organization Nigeria Breweries Plc Aba. However, a total of Ninety-two (92) copies of questionnaires were administered, out of which a total of eight-nine(89) copies were retrieved it was discovered that nine(9) of these were not adequately completed so the researcher decided to use eight (80) copies. This represents 86, 95% of total respondents. The manner of distribution of the questionnaire among the respondent in the organization shown in the table below.

Distribution and retrieval of questionnaire

Dept	No of Question Distribution	% of Question Distribution	No of Question Distribution	% of Question Distribution
Administration	12	12,95	10	10,86
Production	21	22,82	19	20,65

Finance	9	9,78	8	8,69
Marketing	27	26,28	24	26,08
Personnel	6	6,52	5	3,52
Purchasing	8	7,60	6	6,52
Store	9	9,78	8	8,69
Total	92	100%	80	86,95%

SOURCE, RESEARCH SURVEY 2012

The table above shows that the highest rate of return was recorded among the marketing department which is 24 respondents. This represents 26% of all questionnaire distributed.

ANALYSIS OF RESEARCH QUESTIONNAIRE

The section is concerned with the analysis of questionnaire and the interpretation of the response.

SECTION A OF THE QUESTIONNAIRE

Table 4.01: REPRESENTATION OF RESPONDENT GENDA

Admin	Prod	Fin	Mkt	Personnel	Purchasing	Stores
7	15	5	18	3	4	6
3	4	3	6	2	2	2
10	19	8	24	5	6	8

Sources, research survey 2010

The above table shows that out 80 respondents, 58 were made representing 72.5% of the respondents while 22 female representing 27.5% of the respondents. Interpretation, the male respondents were more than the female counter parts.

Table 4.02: MARITAL STATUS OF RESPONDENTS

Admin	Prod	Fin	Mkt	Personnel	Purchasing	Stores	f
3	6	2	5	1	1	2	20
7	13	6	19	4	5	6	60
10	19	8	24	5	6	8	80

Sources, research survey 2010

The above table shows that out 80 respondents, 20 were single representing 25% of the respondents while 60 were married representing 75% of the respondents. This shows that married respondents were more than single.

Testing of hypothesis 2

Ho: Success or failure on the achievement of organizational goal cannot ignore employees participation.

Hi: Success or failure on the achievement of organizational goal can ignore employees participation.

In testing this hypothesis, question No. 13 is applied. Does education have any effect on the employees participation in decision making? The responses from the respondents are shown on the table follows.

Respondent	Admin	Prod	Fin	Mkt	Pers	Purchasing	Stores	f
Yes	8	15	3	19	5	4	5	59
No	2	4	5	5	-	2	3	21
Total	10	9	8	24	5	6	8	80

Cell 1.1	=	$\frac{59 \times 10}{80}$	=	7.30
Cell 1.2	=	$\frac{59 \times 19}{80}$	=	14.01
Cell 1.3	=	$\frac{59 \times 8}{80}$	=	5.9
Cell 1.4	=	$\frac{59 \times 24}{80}$	=	17.7
Cell 1.5	=	$\frac{59 \times 5}{80}$	=	3.69
Cell 1.6	=	$\frac{59 \times 6}{80}$	=	4.43
Cell 1.7	=	$\frac{59 \times 8}{80}$	=	5.9
Cell 2.1	=	$\frac{21 \times 10}{80}$	=	2.63
Cell 2.2	=	$\frac{21 \times 19}{80}$	=	4.99
Cell 2.3	=	$\frac{21 \times 8}{80}$	=	2.1
Cell 2.4	=	$\frac{21 \times 24}{80}$	=	6.3
Cell 2.5	=	$\frac{21 \times 24}{80}$	=	1.31
Cell 2.6	=	$\frac{21 \times 6}{80}$	=	1.58
Cell 2.7	=	$\frac{21 \times 8}{80}$	=	2.1

CHI-SQUARE TABLE OF ANALYSIS

Cell	Oij	Eij	Oij-eij	(oij-eij) ²	(oij-eij) ^{2/e}
Cell 1.1	8	7.38	0.62	0.3844	0.052
Cell 1.2	15	14.01	0.99	0.9801	0.070
Cell 1.3	3	5.9	-2.9	8.71	1.425
Cell 1.4	19	17.7	1.3	1,69	0.096
Cell 1.5	5	3.96	1.31	1.7161	0.465
Cell 1.6	4	4.43	-0.43	0.1849	0.042
Cell 1.7	5	5.9	-0.9	0.81	0.137
Cell 2.1	2	2.63	-63	0.3769	0.151
Cell 2.2	4	4.99	-0.99	0.3969	0.196
Cell 2.3	5	2.1	2.9	8.41	4.005
Cell 2.4	5	6.3	-1.3	1.69	0.268
Cell 2.5	0	1.31	-1.31	1.7161	1.310
Cell 2.6	2	1.58	0.42	0.1764	0.112
Cell 2.7	3	2.1	0.9	0.81	0.386
Total					X ² = 8.715

Level of significance = 0.05

DF = (R-1) (C-1)

(2 – 1) (7 -1)

1 x 6 = 6

0.05 = 12.592

Decision/Conclusion since our X² calculated value (8.75) is less than X² table value (12.592). We therefore accept the Null hypothesis and reject alternative hypothesis and then conclude that success or failure on the achievement of organizational goals cannot ignore employees participation.

SUMMARY, CONCLUSION AND RECOMMENDATION

INTRODUCTION

This chapter deals with the summary of the entire study also with the conclusions which is derived from the findings of the end recommendation will be drawn to it all.

CONCLUSION

From finding of the analysis and interpretation of data as earlier stated, the following conclusions are draw

- a. Organization will flourish if more care is general towards employees participation in decision making, skilled manager should be made corporate officers to achieve the corporate objectives.
- b. The attainment or achievement of goals depends largely on employers participation in decision making nothing is achieved if employer's participation is ignored.
- c. The achieving managers should take into consideration when making decision concerning vital needs that workers contribution for the accurate management of human and material resources.
- d. It is also important for the achieving managers to know that everbody is a shareholder in the attainment of the organization goals, by this it will encourage workers to accept the work and task assigned to them as their own property.

RECOMMENDATION

Based on the discoveries made in the study the researcher put forward the following recommendations.

- i. The achieving managers must have consultative approach, for any one that asks relevant questions does not miss the road.
- ii. Manage of human resource should set goals and priorities that will guide the achievement of organizational goals with employees participation.
- iii. That the existence of employees participation in decision making in Nigerian Breweries Plc, Aba. Should be sustained for better organizational result it will banded.
- iv. Suggestion boxes should be made available in Nigerian Breweries Plc, Aba to enable those who for certain reason cannot say their opinions publicly, to participate in that way.
- v. Opinions reached the managers and employees weekly forum in all the Nigerian Breweries officers should be channeled to the top management level at the head quarter for more effective usage.
- vi. There should be avoidance of excess intimidation on employees and they have to be convinced why the management may not take their opinion.
- vii. The plight of the employees should be taken care of in other for them to participate fully on the achievement of the organizational goals and objectives.
- viii. There must be a good relationship between the employees and managements for effective tuning of the organizational activities for continuity.

SUGGESTIONS FOR FURTHER STUDY

This research will serve as a veritable tool and reference material for those who wants to embark on further study on the effect of employees participation in making decision on organizational goals using any firm or organization like higher institutions, parastatals, corporations and so on as the case study to confirm whether such finding are applicable to this study.

Based on the limitation encountered while carrying out this research work and the inclusive nature of the topic, it suggested that a further study on the impact of motivation in the organization should be carried out.

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