

The Impact Of Managerial Decision Making Process On Organizational Performance: A Study Of Nigerian Breweries Plc And Guinness Breweries Nigeria Plc Lagos.

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pp 20-35

ABSTRACT

The paper examines the impact of Managerial decision making process on Organizational Performance attainment with a study of Nigeria Breweries plc Lagos and Guinness Breweries Nigeria plc Lagos. The study adopted an empirical survey method with a view of eliciting relevant data for analytical purpose so as to answer several questions and attain the objectives of the study. Both primary and secondary sources of data collection were utilized for the study. Specifically for the primary source, five-point liker traiting scale questionnaires were used in obtaining the opinions of the respondents (i.e. strongly agree, 5, agree, 4, undecided, 3, disagree, 2, and strongly disagree, 1). Two hypotheses were formulated and analyzed using Multiple Regression test. The study findings revealed that managerial decision making process adopted by Breweries firm i.e. programmed decision, non-programmed decision, and group decisions amongst others have impacted on the performance output of the organization in Nigeria. Second, finding revealed that judgment shortcuts, systematic biases, errors allowed by decision makers and managers have significantly distorted quality of managerial decision making processes on Performance attainment for the two Breweries manufacturing companies. The judgment shortcuts, errors are; overconfidence bias, conformation bias, anchoring bias, availability bias, randomness error, winners curse, hindsight bias, base rate bias, loss aversion bias and risk aversion bias amongst others. The study recommendation is that for appropriate decision making process, managers should endeavor to obtain appropriate and adequate information before embarking on decision process if good results are to be obtained from the decision outcomes and to avoid distortion and errors that would emanate at the end of the day. Secondly, decision makers and managers should practice transparency, fairness, equity and honesty base practices and apply them in all their dealings religiously such that the quality of the decision made would stand the taste of time and enable high performance output attainment by Breweries manufacturing organization.

KEYWORDS: Managerial Decision, Organizational Performance, Systematic

1.1 INTRODUCTION

Several decisions are made by career managers on a daily basis. The more those decisions are made, the more managers acquire expertise but at the same time, they are confronted with problems. A problem is however a situation that could prevent the organization from reaching its goals. Aluko, Odugbesan, Gbadamosi and Osuagwu, (2007). A decision is the choice made from two or more alternatives. Langton, Robbins and Judge (2010) highlighted that, decision making occurs as a reaction to a problem or an opportunity. A problem is a discrepancy between some current state of affairs and some desired state, requiring consideration of alternative courses of action. An opportunity occurs when something unplanned happens, giving rise to thoughts about new ways of proceedings.

Mcshane and Glinow (2004) maintain that decision making happens at all levels of an organization. For instance, top managers determine their organizations goals, what products or services to offer, how best to finance operations or where to locate a new high-Tech research and development facility. Middle and lower-level managers determine production schedules, select new employees, and decide how pay raises are to be allocated. Non managerial employees also make decisions such as whether to come to work on any given day, how much effort to put forward once at work and whether to comply with a request made by the managers. In recent times, non-managerial employees are empowered with authority to make decisions about initiating some new projects showing certain customer-related problems without consulting their managers.

Decision making process by organization is meant to arrive at the best suitable alternative and choice which is desirable to move the organization to attain its goals and objectives. Performance level in business management is affected if the quality of decisions taking and judgment procedures and processes are distorted by judgment shortcuts, systematic biases and errors. This has been a prominent trend and feature of most business organization leading to low performance level since decision makers and managers are perpetually making mistakes of imbibing on some of the following errors that stand as barriers against effective decision making process that subvert the attainment of organizational goals and objectives. Some of these systematic errors and judgment shortcuts include; overconfidence bias, anchoring bias, confirmation bias, availability bias, escalation bias, randomness bias, winners curse bias, hind

sight bias, base rate bias, loss aversion bias, risk aversion bias amongst others. The researcher therefore wants to examine and see how these would lead to low performance output of organization since various types of decision programme under various conditions are advanced by organization executive management to facilitate goals and objective attainments.

1.3 RESEARCH OBJECTIVES

The study specifically aims at the following:

1. To determine the impact of various managerial decision making types adopted by Breweries Manufacturing Companies in Nigeria on performance of the company.
2. To examine the impact of various judgment shortcuts, systematic bias and errors allowed by decision makers (managers) in distorting the quality of managerial decision making process on the performance Breweries Manufacturing Companies in Nigeria.

1.4 RESEARCH QUESTIONS:

The following research questions have been formulated to guide the study: -

1. To what extent is the impact of various managerial decisions making types adopted by Breweries Manufacturing Companies in Nigeria on performance of the company.
2. To what extent is the impact of various judgment shortcuts, systematic bias and errors allowed by decision makers (managers) in distorting the quality of managerial decision making process on the performance Breweries Manufacturing Companies in Nigeria.

1.5 RESEARCH HYPOTHESES:

To guide the researcher in the achievement of the objective of this study, the following research hypotheses were stated in the null form;

Ho1: The types of managerial decisions making processes adopted by Breweries organization have no significant impact on the performance of the organizations in Nigeria.

Ho2: The judgment shortcuts, systematic biases and errors allowed by decision makers (managers) have not significantly distorted the quality of managerial decision making process on performance of Breweries Manufacturing organization in Nigeria.

1.6 REVIEW OF RELATED LITERATURE:

1.6.1 THE CONCEPT OF DECISION MAKING

Daft (2008) defined decision making as the process of identifying problems and opportunities and then resolving them. Decision making involves efforts both before and after the actual choice for instance, the decision as to whether to select a candidate requires the accounting manager to ascertain whether a new junior auditor is needed, determine the availability of potential job candidates, interview candidates to acquire necessary information, select one candidate, and follow up with the socialization of the new employee into the organization to ensure the decision's success.

Mcshane and Von Glinow (2000) see decision making as a conscious process of making choices among one or more alternatives with the intention of moving toward some desired state of affairs. For example, decisions such as applying new technology to web site development required the creative exploration of previously untested ideas. Decisions occur in response to problems or opportunities. A problem is a deviation between the current and desired situation. It is the gap between "what is" and "what ought to be". An opportunity is a deviation between the current expectations and the recognition of a potentially better situation that is neither planned nor expected. In other words, decision makers realized that certain decisions may produce results beyond current goals or expectations. For example, the internet has been discovered as an opportunity because it offered a new and potentially better way to sell books. The internet technology has made possible to offer more products and to customize the shopping experience more effectively than was previously possible. As noted by Stoner et al (2000), Daft (2008), management decisions fall into one of two categories; Programmed and Un-programmed decisions.

a) Programmed Decisions are routine and repetitive decisions that are associated with standardized decision rules. They are made in accordance with written or unwritten policies, procedures, rules, regulations, that simplify decision making in recurring situations by limiting or excluding alternatives. For example, managers rarely have to worry about the salary range for a newly hired employee because organizations generally have a salary scale for all positions. Routine exist for dealing with routines problems. Programmed decisions are used for dealing with recurring problems, whether complex or uncomplicated. If a problem recurs, and if its component elements can be defined, predicted, and analyzed, then it may be a candidate for programmed decisions making. For example,

decisions about how much inventory of a given product to maintain can involve a great deal of fact finding and forecasting, but careful analysis of the elements in the problem may field a series of routine, programmed decision.

i. Decision taken by Economic and Financial Crimes Commission (EFCC) to try erring Chief Executives of Parastatals, banks on corruption matters is programmed decision.

ii. The same is the case of General Muhammad Buhari position to try corrupt past leaders who fraudulently made away with government funds illegally such as Deizaine Allison Madueke is programmed decision.

iii. Decision by church councils to punish erring members that contravenes the existing body of laws and regulations governing the operatives of church administration contrary to Ten Commandments can be likened to be programmed decision.

b) Non-programmed Decisions deals with unusual or exceptional problems. If a problem has not come up often enough to be covered by a policy or is so important that it deserves special treatment, it must be handled as non-programmed decisions. Problems such as how to allocate an organization resource, what to do about a failing product line, how community relations should be improved in fact, most of the significant problems a manager will face usually require non programmed decisions. How to design and market newer, more advanced basketball shoes is an example of non-programmed decisions.

1.6.2 ORGANIZATIONAL PERFORMANCE MEASUREMENT CRITERIA:

Gbadamosi (1995) observed that goal setting is generally intended to guarantee some minimum level of performance. The only way to ensure that efforts are being geared towards goals is to evaluate performance periodically and relate the measurement to the set goals. Performance measurement is, therefore, fundamental to the success of goal-setting because it;

- a) Provides a feedback on current performance.
- b) Highlights area of deficiency.
- c) Shows the level of discrepancy between actual and desired performance.

He identified some of the commonly used criteria's in organizational research for measuring performance as follows: -

1. Productivity or Output: -It remains one of the widely used criteria for determining organizational

effectiveness. It is typically measured with actual output data. It has however, been widely criticized. It is said to ignore the environment of the organization and its coping ability. This criterion also emphasizes the end-product, while ignoring the means to the end. Critics also point out that this criterion reflects past effectiveness, while saying nothing about the present or future. Again, while the productivity indices are being used, the current condition might have changed. Lastly, the quality and efficiency of production are played down.

2. Goal Attainment: - This is complicated by the tendency of goals to change, to be vaguely stated, or to exist in sets at different levels. Also, because there are multiple goals, some will be in conflict. However, goals need to be evaluated before use, since; for instance, it would be misleading to talk of effectiveness in attaining wrong or inadequate goals.

3. Profitability: - This criterion is based mainly on accounting data. This is often affected by unanticipated fluctuation, external to the system, such as markets, sales and prices.

4. Morale, Turnover, Absenteeism: - This criterion has been criticized as inconsistent, insignificant and difficult to evaluate and interpret. Another problem is their differential sensitivity to additional factors, such as the nature and volume of work, organizational level and time of occurrence.

5. Employee Satisfaction: - It is usually measured by a self-report questionnaire. It is obviously subjective. More important, however is the fact that it does not necessarily lead to organizational effectiveness and ineffectiveness.

6. Employee Performance: - It is often measured by the employee or supervisory rating, but is often subjective and sometimes biased (McFarland, 1979). There are also several primary evaluation criteria which include the following most frequently cited ones:- i) Flexibility ii) Adaptability iii) Absence of organizational strain iv) Successful acquisition of scarce and valued resources v) Survival vi) Control over environment vii) Sense of identify viii) Capacity to test reality ix) Optimal balance of integration and differentiation x) Open communication xi) Psychological commitment xii) Growth xiii) Employee acquisition and retention xiv) stability xv) creativity xvi) Societal values xvii) Interpersonal relations xviii) Interdepartmental relations xix) Cohesion, efficiency and support xx) Conformity and institutionalization xxi) Simultaneous achievement of high production-centered and high people centered enterprise xxii) Anxiety xxiii) Manpower utilization xxiv) Development

2.0 METHODOLOGICAL FRAMEWORK:

The research design technique adopted in the study investigation was largely quasi experimental. This places the premium on simple survey. The population of the study consisted of two (2) Breweries companies in Nigeria. These are the Nigerian Breweries Plc Iganmu Lagos with employees' population of 2,360 and Guinness Breweries Nigeria Plc Lagos with employees' population of 1,332. This altogether makes a total employees population size of 3,692 as at December, 31st 2016.

The selection of the Breweries companies bordered on the factors such as size, age, assets base and scope of operation; hence these Breweries firms have earned a long standing reputation and track records in the sector. The choice of the companies employed a judgmental sampling technique. This is also known as purposive sampling. Judgmental sampling uses a deliberate effort to obtain representative samples by including typical groups or areas in the sample. Most of the time, the sampler relies on an expert's judgment of what is a credible criterion for picking the sample units, Akpa (2011). In this case two (2) big Breweries companies in Nigeria are taken as the population in which sample will be drawn from the sector.

Both primary and secondary sources of data collection are employed. The primary sources of data collection especially questionnaire, i.e. 5 point Liker rating scale questionnaire of Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD) were administered to obtain viable information on the subject under investigation which is "The Impact of Managerial Decision Making Process on Organizational Performance Attainment: A Study of Nigerian Breweries Plc and Guinness Breweries Nigeria Plc Lagos" (Liker, 1967). The secondary sources of data made use of Annual Reports and Financial statements.

To scientifically generate a sample size, the Taro Yamane's (1964) formula was applied. According to Baridam (2001) the formula can be used for a homogeneous population like the one in this research. The formula is stated below;

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

Where n = Sample size

e = level of significance.

N = Population size

1 = Constant value

A total population size of employees for the Nigerian Breweries Plc Lagos of 2,360 and the Guinness Breweries Nigeria Plc Lagos of 1,332 is 3,692. This was used to obtain the sample size of two (2) big Breweries companies in the study at 0.05 level of significance as shown below: -

$$n = \frac{3692}{1 + 3692(0.05)^2}$$

$$n = \frac{3692}{1 + 3692(0.0025)}$$

$$n = \frac{3692}{1 + 9.23}$$

$$n = \frac{3692}{10.23}$$

$$n = 361$$

From the total sample size, the individual company's sample size is calculated. The formula applied is Bowley's population allocation formula (1926) in Nzelibe (1999, p.201) as shown below

$$nh = \frac{nNh}{N}$$

;Where nh = the number of units allocated to each company.

n = The total sample size

Nh = The number of employees in each company.

N = The population size

I. For Nigerian Breweries Plc Lagos

$$nh = \frac{361 \times 2,360}{3692}$$

$$nh = 231$$

II. For Guinness Breweries Nigeria Plc Lagos

$$nh = \frac{361 \times 1,332}{3692}$$

$$nh = 130$$

However, it is pertinent to maintain that a buffer margin of 20% of the minimum sample size (assuming is 361) was given to allow for unreturned and incorrectly completed copies of the questionnaire. Therefore, the actual copies of questionnaire distributed were 433.

Table 1.0 Determination of Individual Breweries Companies sample size

S/NO	Name of Breweries Company	Population of Employee	Selected Sample Size	Selected Sample Size Increase by 20%
1.	Nigerian Breweries Plc Lagos	2360	231	277
2.	Guinness Breweries Nigeria plc Lagos	1332	130	156
	Total	3692	361	433

Source: Company's Records and Field Survey, 2017

Factor Analysis is applied in the research. Factor Analysis (FA) is a multivariate statistical technique which is concerned with the identification of structure within a set of observed variables. Its appropriate application involves the study of interrelationships among variables in an effort to find a new set of variables, fewer in number than the original variables, which express that thing which is common among the original variables (Osuagwu, 2008).

To ascertain the validity and reliability of the measuring instruments for the research, factor analysis was applied in determining the construct validity while Cronbach Alpha is used for determining the reliability of the instruments. Pilot test was conducted and the input variable factors used in this study were subjected to exploratory factors analysis to investigate whether the construct as described fits the factors from the factor analysis.

Bartlett's test of Sphericity and Kaiser-Meyer Olkin (KMO) (1970) measure of sampling adequacy (MSA) are applied in determining the construct validity. Bartlett's test of Sphericity is usually ($p=0.000$). The hypothesis tested in the Bartlett's test of Sphericity is that the correlation matrix came from a population of variables that are independent. Rejection of this hypothesis (i.e. $p=0.000$) is an indication that the data can be analyzed using factor analysis technique. That is, if $p=0.000$, factor analysis can be used.

Kaiser-Meyer Olkin (KMO) (1970) measure of sampling adequacy (MSA): it is the best of the factor analysis technique (Stewart, 1981). The measure of sampling adequacy provides a measure of the extent to which the variables belong together (homogenous) and thus appropriate for factor analysis. Kaiser and Rice (1974) have given the following calibration of measure of sampling adequacy for factor analysis uses: -

- I. Above 0.90 Marvelous
- ii. Above 0.80 Meritorious
- iii. Above 0.70 Middling
- iv. Above 0.60 Mediocre
- v. Above 0.50 Miserable
- vi. Below 0.50 Unacceptable

For the reliability of research instrument, it measures the consistency or precision of the measure. Gay (1996), states that reliability of research means dependability or trustworthiness and that any reliable measure yields the same results anytime it is administered. Cronbach Alpha was used in determining the reliability of the instrument in the pilot test as shown overleaf.

Table 2.0 Factor and Reliability Analysis for Managerial decision process as a technique of performance attainment in Breweries organization.

S/NO	Impact of Types of Managerial decision in Breweries organization on performance	Factors Loading	Cronbach Alpha	Number of Items
	Programmed decision types		0.830	4
1.	Performance decision types are routine and repetitive decisions associated with standardize decision rules.	0.876		
2.	They operate in accordance with written or unwritten policies, procedures, rules, and regulations that simplify decisions making in recurring situations by limiting or excluding alternatives.	0.825		
3.	Programmed decisions are used for dealing with recurring problems whether complex or uncomplicated.	0.804		
4.	It involves careful and detailed analysis of element of the problem in question.	0.816		

S/NO	Impact of Types of Managerial decision in Breweries organization on performance	Factors Loading	Cronbach Alpha	Number of Items
	Non-Programmed decision types		0.806	3
1.	It deals with unusual or exceptional problems.	0.809		
2.	Problem that are not covered by policy are covered by non-programmed decision.	0.798		
3.	Problem of how to allocate organizational resources, what to do about a failing product line are non-programmed.	0.811		
	Group decision making types		0.799	5
1.	Techniques of decision making by group includes; interacting groups, brainstorming types, nominal group technique and electronic meetings.	0.782		
2.	Interacting groups' decision making require members meeting face to face, making verbal communication with each other.	0.812		
3.	Brainstorming requires idea generation process that encourages any and all alternatives while withholding any criticism of these alternatives.	0.775		
4.	Nominal group technique decision making require members independently writing down their problems, presenting their ideas to the group for discussion and evaluation and finally the ideas are ranked for final decision to be arrived at.	0.816		
5.	Electronic meetings is the decision making where by up to 50 people sit around on a table to use computer terminals and present their views and responses onto the computer monitor and aggregate voting are displayed on a projection screen.	0.806		

S/NO	Organizational performance criteria as an outcome of Managerial decision making process	Factors Loading	Cronbach Alpha	Number of Items
			0.797	5
1.	Managerial decision making will lead to productivity or output.	0.808		
2.	Managerial decision making process will lead to goal attainment (e.g. profit goals, market share goals, return of investments, high turnover goals etc.)	0.792		
3.	Managerial decision making process will lead to high morale, reduce absenteeism.	0.821		
4.	Managerial decision making process will lead to employee satisfaction	0.745		
5.	Managerial decision making process will lead to employee performance (e.g. development, manpower utilization, conformity to standards, high standards achievement, cohesion, efficiency, creativity, growth, stability, commitment, control of environment, optimal balance, survival, flexibility, adaptability etc).	0.819		
	Judgment shortcuts, systematic biases and errors that stands as Barriers to Decision Making Process		0.845	2
1.	Overconfidence bias, Anchoring bias, Confirmation bias, Availability bias, Escalation of commitment, Randomness error, Winners curse, Hindsight bias, Loss Aversion bias, Risk Aversion bias, Base rate bias etc stands as strong barriers to rational decision making process.	0.837		
2.	These errors subvert the attainment of organizational goals and objectives. Therefore affecting performance level.	0.853		

Table 3.0 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.755
Bartlett's Test of Sphericity	Approx. Chi-Square	2052.18
	Df	10
	Sig.	0.000
Overall Reliability Statistics : Cronbach's Alpha		0.815

The Bartlett's Test of Sphericity relates to the significance of the study and thereby shows the validity and suitability of the responses collected to the problem being addressed through the study. We can see that we have good values for all variables for the MSA but the overall value is a bit high at 0.755, however Bartlett's Test of Sphericity has an associated P value (sig in the table) of < 0.05 as by default SPSS reports p values of less than 0.05 as 0.000

The SPSS analysis gives a Cronbach's Alpha values for Programmed, Non-programmed, group decisions making types and Judgment shortcuts, systematic biases and errors that stand as barriers to effective decision making process in Breweries organization. This is an indication that our instruments are reliable. According to Everitte (2006), an alpha value of less than 0.60 is unacceptable, 0.60-0.65 is undesirable, 0.65-0.70 is minimally acceptable, 0.70-0.80 is respectable, 0.80-0.90 is very good and more than 0.90 means consider shortening the scale by reducing the number of items. As it is for all the Breweries companies surveyed it shows that, the instrument is very reliable, hence our overall reliability statistic, Cronbach Alpha is 0.815

3.0 DATA PRESENTATION AND ANALYSIS:

The section deals with the descriptive statistics where the presentation of data and analysis is carried out and the testing of formulated

hypotheses. A total of 433 copies of questionnaires were distributed to the top level, middle level and lower level of employees of the Nigerian Breweries Plc Lagos and the Guinness Breweries Nigeria Plc Lagos. For the Nigerian Breweries 19 copies of questionnaires were not returned and for the Guinness Breweries Nigeria Plc 12 copies of questionnaires were not returned making the total of 31 copies of unreturned questionnaires. This leaves us with total of 330 copies of questionnaires. But considering the fact that we increase a buffer margin of 20% of the minimum sample size of 361 to take care of unreturned and incorrectly completed copies of the questionnaires, we have actually distributed 433 copies of the questionnaires to top, middle and lower level managers of Nigerian Breweries Plc Lagos and the Guinness Breweries Nigeria Plc Lagos. Specifically, 277 copies of the questionnaires to the managers of Nigerian Breweries Plc Lagos and 156 copies of the questionnaires to the managers of Guinness Breweries Nigeria Plc Lagos. Multiple regression analysis is adopted and used for the processing and testing of the two (2) formulated hypotheses.

On the question that sought to find out whether several managerial decision making options such as programmed decision, non-programmed decisions, group decision making options such as interacting group processes, brainstorming, nominal group technique and electronic meetings are adopted by

Table 3.1: Distribution of the respondent opinion with regards to types of Managerial decision making process adopted by Breweries organization and their impact on performance attainment

Statement	Name of Breweries Organization	Degree of response					
		SA	A	U	D	SD	TOTAL
Several managerial decision making process such as programmed and non-programmed decisions and group decision making processes (i.e. interacting groups, brainstorming, nominal group technique and electronic meetings) are adopted by your Breweries organization to impact on performance.	1. Nigeria Breweries Plc Iganmu - Lagos	109 (39.35)	132 (47.65)	8(2.88)	14 (5.05)	14 (5.05)	277
	2. Guinness Breweries Nigeria Plc Ikeja-Lagos	55 (35.25)	68 (43.58)	8 (5.12)	15 (9.61)	10 (6.41)	156
TOTAL		164	200	16	29	24	433

Survey: Field Survey, 2017

the Nigerian Breweries Plc Iganmu-Lagos and Guinness Breweries Nigeria Plc Ikeja-Lagos to impact on performance enhancement, it was seen in table 3.1 on the respondents opinion on the subject that, Nigerian Breweries Plc Lagos have a lead of 39.35% respondent who “strongly agree” representing 109 employees. Guinness Breweries Nigeria Plc Lagos followed with 35.25% standing for 55 respondents. In the “agree option,” Nigerian Breweries Plc Lagos leads with 47.65% standing for 132 respondents. Guinness Breweries Nigeria Plc Lagos followed with 43.58% representing 68 employees.

For the “undecided option” Guinness Breweries

Nigeria Plc Lagos leads with 5.12% representing 8 respondents. Nigerian Breweries Plc Lagos has 2.88% standing for 8 employees. In the “disagree option,” show that Guinness Breweries Nigeria Plc Lagos leads with 9.61% representing 15 respondents. Nigerian Breweries Plc Lagos only had 5.05% standing for 14 employees as the least percentage rating on the notion. For the “strongly disagree option” show that 6.41% representing 10 respondents in the Guinness Breweries Nigeria Plc Lagos were of this opinion. Only 5.05% standing for 14 employees from the Nigerian Breweries Plc Lagos were of this opinion.

With regards to Managerial decision making

Table 3.2: Distribution of the respondent notion concerning several Managerial decision making processes such as programmed, non -programmed decisions and group decision making as enhancing performance in form of profit attainment, market share increase, high turnover, and return of investment in B Brewery organization.

Statement	Name of Breweries Organization	Degree of response					
		SA	A	U	D	SD	TOTAL
Managerial decision making processes have enhanced performance in form of profit attainment, market share increase, high turnover, return of investment in Brewery organization.	1.Nigeria Breweries Plc Iganmu-Lagos	112 (40.43)	134 (48.37)	10 (3.61)	9 (3.24)	12 (4.33)	277
	2. Guinness Breweries Nigeria Plc Ikeja-Lagos	62(39.74)	66 (42.31)	12 (7.69)	7 (4.48)	9 (5.76)	156
TOTAL		174	200	22	16	21	433

Survey: Field Survey, 2017

processes as enhanced performance in form of profit attainment, market share increases, high turnover, return of investment amongst other in the Nigeria Breweries Plc Lagos and Guinness Breweries Nigeria Plc Lagos. In fact, 112 of the 433 (or 40.43%) strongly agree on the assertion that Managerial decision making processes have enhanced performance output in form of profit growth, market share increases, higher turnover, and return of investment in the Nigeria Breweries Plc Lagos. For the Guinness Breweries Nigeria Plc Lagos, 39.74% representing 62 respondents also strongly agree on the position. For the “agree response option,” Nigeria Breweries Plc Lagos took the lead with 48.37% representing 134 employees consenting to the position. Only 42.31% standing for 66 employees in the Guinness Breweries Nigeria

Plc Lagos agree with the notion. For the “undecided option” Guinness Breweries Nigeria Plc Lagos took the leads with 7.69% standing for 10 employees on the subject matter. Only 3.61% (or 10 employees) in the Nigerian Breweries Plc Lagos were undecided in Nigerian Breweries Plc Lagos. In the “disagree option,” show that Guinness Breweries Nigeria Plc Lagos with 4.48% representing 7 respondents were of this opinion. Only 3.24% (or 9 employees) from Nigerian Breweries Plc Lagos disagree on this opinion. For the “strongly disagree response option” show that Guinness Breweries Nigeria Plc Lagos lead with 5.76% standing for 9 employees. Nigerian Breweries Plc Lagos is followed with 4.33% standing for 12 employees on the “strongly disagree” on the subject matter.

Table 3.3: Distribution of the respondent notion concerning Judgment shortcuts, systematic biases and errors allowed by Decision Maker/Manager to distort Managerial decision making processes in Breweries organization and affecting performance.

Statement	Name of Breweries Organization	Degree of response					
		SA	A	U	D	SD	TOTAL
Several Judgment shortcuts, systematic biases and errors allowed by Decision Makers and Managers have distorted the Managerial decision making processes in your Breweries organization therefore affecting performance output.	1.Nigeria Breweries Plc Iganmu-Lagos	130 (47.61)	110 (39.71)	10 (3.61)	17 (3.89)	10 (3.61)	277
	2. Guinness Breweries Nigeria Plc Ikeja-Lagos	67(42.94)	61 (39.10)	9 (5.76)	11 (7.05)	8 (5.12)	156
TOTAL		197	171	19	28	18	433

Survey: Field Survey, 2017

As the data shown in table 3.3 above, it is clearly shown that Judgment shortcuts, systematic biases and troublesome errors are allowed by decision makers/managers to distort the Managerial decision making processes in Nigerian Breweries Plc Lagos and Guinness Breweries Nigeria Plc Lagos therefore affecting performance output of the business organizations. For Nigerian Breweries Plc Lagos, 46.93% representing 130 respondents strongly agree exhibiting the lead. Only 42.94% representing 67 employees strongly agree from Guinness Breweries Nigeria Plc Lagos that Judgment shortcuts, systematic biases and troublesome errors have negative impact on the quality of Managerial decision making processes taking therefore affecting performance output. For the “agree response option,” also 39.71% (or 110 respondents) from the Nigerian Breweries Plc Lagos opted for this views. Only 39.10% (or 61 employees) from the Guinness Breweries Nigeria Plc Lagos consent on this opinion, for the “undecided response option,” Guinness Breweries Nigeria Plc Lagos took the lead with 5.76% (or 9 employees) on this subject matter. Only 3.61% representing 10 respondents consented to this opinion. For the “disagree response option,” also

Guinness Breweries Nigeria Plc Lagos took the lead with 7.05% representing 11 respondents on this subject matter. Nigerian Breweries Plc Lagos only had 6.13% standing for 17 respondents on this notion. Lastly, for the “strongly disagree response option” Guinness Breweries Nigeria Plc Lagos had 5.12% (or 8 respondents) who had a contrary opinion on the notion. For Nigerian Breweries Plc Lagos only 3.61% standing for 10 employees also has a contrary position on the view under investigation.

3.1 Testing of Research Hypotheses:

Two hypotheses are formulated in the research investigation on the impact of managerial decisions making process as a technique for organizational performance attainment: A study of Nigerian Breweries Plc Lagos and Guinness Breweries Nigeria Plc Lagos.

Research Hypotheses One:

H01: The types of managerial decisions making processes adopted by Breweries manufacturing organization have no significant impact on the performance of the organization in Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.886 ^a	.784	.783	.466

The value of 0.886 indicates that types of managerial decisions making processes adopted by Breweries manufacturing organization have impacted on performance of the organization in

Nigeria. The R square is the coefficient of determination which is 0.784 with 78.4% proportion of variance in the dependent variable.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	338.299	3	112.766	519.851	.000 ^b
	Residual	93.059	429	.217		
	Total	431.358	432			

Dependent Variable: Organizational Performance

The table shows that the independent variables are statistically significant, $F(3, 429) = 519.85$, $P < 0.05$. We reject the hypothesis which states that, the types of managerial decisions making

processes adopted by Breweries manufacturing organization have not significant impact on organizational performance in Nigeria.

Coefficients^a

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.204	.104		1.976
	Programmed Decision	.378	.028	.394	13.551
	Un-Programmed Decision	.300	.028	.339	10.829
	Group Decision	.283	.027	.307	10.409

a. Dependent Variable: Organizational Performance

Interpretation.

$y = X_1 + X_2 + X_3$ where C is the constant.

Predicted $y = 0.378X_1 + 0.300X_2 + 0.283X_3 + 1.204$

Types of managerial decisions making processes adopted by Breweries manufacturing organization have a positive relationship on the organizational performance in Nigeria Companies.

Research Hypotheses Two:

Ho2: The judgment shortcuts, systematic biases and errors allowed by decision makers/managers have not significantly distorted the quality of managerial decision making process on performance of Breweries Manufacturing

decision makers/managers have significantly distorted the quality of managerial decision making process on performance of Breweries Manufacturing organization in Nigeria. The R square is the coefficient of determination which is 0.742 with 74.2% proportion of variance in the

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	320.080	3	106.693	411.326	.000 ^b
	Residual	111.278	429	.259		
	Total	431.358	432			

Dependent Variable: Organizational Performance

dependent variable.

The table shows that the independent variables are

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861 ^a	.742	.740	.509

organization in Nigeria.

The value of 0.861 indicates that judgment shortcuts, systematic biases and errors allowed by

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.352	.112		.002
	Judgment Shortcuts	.158	.028	.385	.000
	Systematic Biases	.239	.025	.290	.000
	Errors	.334	.029	.362	.000

Dependent Variable: Organizational Performance

Interpretation.

$y = X_1 + X_2 + X_3$ where C is the constant.

Predicted $y = 0.158X_1 + 0.239X_2 + 0.334X_3 + 1.352$

Judgment shortcuts, systematic biases and errors allowed by decision makers/managers do not have a positive relationship on the quality of managerial decision making process on performance of Breweries Manufacturing organization in Nigeria

4.0 Discussion of Findings:

The study on the impact of Managerial decision making process as a technique for organizational performance attainment in breweries manufacturing firms in Nigeria have produced important discoveries.

For hypothesis one it seeks to find out whether types of Managerial decision making processes adopted by Breweries Manufacturing organization in Nigeria have no significant impact on the performance of the organization. The hypothesis was rejected hence the independent variables, that is Programmed decision, Non-programmed decision and Group decision were statistically significant $F(3, 429) = 519.85$, $p < 0.05$ using Analysis of variance. The value of 0.886 for the multiple regression indicate that the types of Managerial decision making processes adopted by Breweries Manufacturing organization in Nigeria have impacted on performance of the organization in Nigeria. The R square is the coefficient of determination which is 0.784 with 78.4% proportion of variance in the dependent variables.

This confirms the views of Wright and Noe (1996), Aluko, Odingbesan, Gbadamosi and Osuagwu (2007) who in their respective research endeavours revealed that Managerial decision making processes would lead to goal and high performance attainments of greater employee satisfaction, creative solutions for the organization high efficiency, profitability attainment, may correct risk

aversion bias, reduce time wasting unnecessarily, lead to better innovations in management processes, strategies, better work methodologies that will accelerate the organization to high productivity status leading to mission and vision attainment by Brewery firms in Nigeria.

This will also leads to attainment of competitive advantage hence superior products, brands, marketing and distribution networks that will facilitates the marketing of the product and outstanding automated technological networks that will stand a taste of time will be applied which will definitely facilitate quality performance enhancement that will lead to high market share, loyalty, return on investment and profit goal of the companies. It is rewarding to stress that Managerial decision making will enhance performance by promoting individual creativity and group creativity, hence there would be good opportunity and freedom to generate new ideas and innovative solutions in the organizations that will facilitate sound organizational growth. "Organizational effectiveness" which is the degree to which the organization achieves a stated goal or succeed in accomplishing what it tries to do by providing products or services that customer value will be attained. Also, "Organizational efficiency" which refers to the amount of resources used to achieve on organizational goal. Here decision can be made to base on how much raw materials, money and people are necessary for producing a given volume of output. Efficiency in the Breweries firms can also require calculating the amount of resources that can be used to produce Breweries products and render quality services in the Nigerian Breweries plc Lagos and Guinness Breweries plc Lagos.

Daft (2008) and Katz (1974) reinforces this position by confirming that making quality Managerial decision in organization requires managers to possess requisite skills that will enable them to think creatively and come up innovative solutions. These skills could include;

) **Conceptual Skills** - aConceptual Skills involves the managers thinking, information processing and planning abilities. It involves knowing where one's department fits into the total organization and how the organization fits into the industry, the community, and the broader business and social environment. It means the ability to think strategically to take the broad, long-term view. These skills are needed by top level manager especially to enhance their promotability.

b) **Human Skill** – This is the managers' ability to work with and through other people and to work effectively as a group member. This skill is demonstrated in the way a manager relates with other people, including the ability to motivate, facilitate, coordinate, lead, communicate and resolve conflicts. It is important to state that, a manager with this skill allows subordinate to express them freely without fear of ridicule and encourage participation. Good decision will be arrived at in organization that encourages the application of human skills for quality performance enhancement.

c) **Technical Skills** - This is the understanding of and proficiency in the performance of specific tasks. Technical skills include mastery of the methods, techniques and equipment's involved in specific functions such as Engineering, Manufacturing or Finance. Technical Skills are particularly important at lower organizational levels. Robbins (1989) emphasized that allowing managers at lower level with specialized knowledge in respective functional areas such as Engineering, Manufacturing or Finance etc to be part of Managerial decision making processes will help the Breweries Manufacturing companies hence they constitute their core mastery areas and they will be relevant to contribute richly leading to high performance output attained by companies.

The implication of the above position is that attaining performance goals of profitability, employee satisfaction, goal attainment, productivity of output, growth, efficiency, creativity, innovations, high market standing demands that the Nigerian Breweries plc Lagos and Guinness Breweries plc Lagos should acquire competent personnel in the production, marketing, distribution, finance, engineering, human resource department who will focuses properly to facilitate and ensure that innovative automated technological work methods and techniques are acquired to facilitate performance goals. Since they are experts with specialized knowledge in their fields; more to that requisite financial resource be made available by the organization executive management to

facilitate quality production, marketing, distribution and advertising in course of their Managerial decision making processes to ensure goal attainments by these organizations.

For hypothesis two which states that judgment shortcuts, systematic biases and errors allowed by decision makers/managers have not significantly distorted the quality of Managerial decision making process on the performance of Breweries Manufacturing organizations in Nigeria. The multiple regression analysis give us the value of 0.861 indicating that judgment shortcuts, systematic biases and errors allowed by decision makers/managers have significantly distorted the quality of Managerial decision making process on the performance of Nigerian Breweries plc Lagos and Guinness Breweries plc Lagos. The R square which is the coefficient of determination which is 0.742 with 74.2% proportion of variance in the dependent variables; The Analysis of variance output (ANOVA) show that the independent variable are statistically significant $F(3, 429) = 411.33, p < 0.05$

Based on the above, the Null hypotheses was rejected revealing that judgment shortcuts, systematic biases and errors allowed by decision makers have significantly distorted the quality Managerial decision making process on the performance of Breweries Manufacturing companies in Nigeria. These judgment shortcuts, systematic biases and errors allowed by Managers in decision making processes include overconfidence bias, anchoring bias, confirmation bias, availability bias, randomness error, winners curse, hindsight bias, base rate bias, loss aversion bias and risk aversion bias amongst others are confirmed to be affecting managers in a bid to carry out decision process.

The above position confirms the views of Couter (2011), Langton, Robbins and Judge (2010) who in their respective research endeavours confirms that decision makers engage in bounded rationality, but an accumulating body of evidence tell us that decision makers/managers also allows systematic biases and errors to creep into their judgments. These come from attempts to shortcut the decision process. To minimize efforts and avoid difficult trade off, people tend to rely too heavily on experiences, impulses, gut feelings and convenience rules of thumbs. Schermerhorn, Hunt and Osborn (2005) suggest that measures should be observed by managers involved in decision making process to be actually sensitive in their actions hence it stand to negatively affects workforce of the organization if not well managed. The following

strategies are suggested to managers involved in decision making process activities of organization in mitigating the negative effects of errors and systematic biased. These include;

1. Managers practice transparency and fairness/equity in all their dealing as it pertains to quality decision making. They have to remember that any attempts not to reveal fairness, equity will result to injustice in decision that is made.

2. Distortion management is very important and critical hence acquisition of the right information by decision makers and managers in its true perspective will help them to make and carryout quality decision making process that will facilitate attainment of performance output of profitability, growth, efficiency, effectiveness, productivity, return on turnover amongst others.

This demands that decision makers/managers of Breweries Manufacturing organizations should be sensitive to the information distortions caused by overconfidence bias, anchoring bias, confirmation bias, availability bias, escalating of commitment, randomness error, winners curse, hindsight bias, base rate bias, loss aversion bias and risk aversion bias amongst others. Decision makers/managers needs to be concerned about increasing the frequency of observation and about getting representative information in its true nature rather than simply responding and making decisions without getting true information that will stand a taste of time.

3. Training, development and orientation of managers to own up to the task of quality decision making of Breweries organizations is necessary. Adequate training will enable them overcome the mess of systematic biases and errors that could have affected quality decision process leading to low performance output.

4. Decision makers/managers should take more time and avoid instant or snappy judgments about others and on sensitive subject matters that affects organizational performance.

5. Decision makers/managers in the course of decision making processes should collect and consciously use more information about other people and contentious issues at stake for consideration.

6. Decision makers/managers should develop self-awareness and understanding of how our personal biases and preferences affect our perceptions and judgments of other people.

7. Decision makers/managers should check their attributions i.e. the assumptions they make about the

causes of behaviour particularly the looks we make between aspects of personality and appearance on the one hand and behaviour on the other hand.

The implication of the above position is that Nigerian Breweries plc Lagos and Guinness Breweries plc Lagos should not compromise on the issue of training, development and proper orientation of managers in the areas of organizing workshops, conferences, awareness sensitivity training to update managers'/decision makers about the importance of the role they are discharging for their respective organizations. They have to understand that high performance status of the organization depends on the quality of decision output they make and going below standard benchmark will be disadvantageous for their firms and should be discouraged at all times. Buchanan and Huczyski (2004) also confirms that managers exhibiting honesty, consistency, practicing empathy, be monitoring adequately and be fair in their communication processes will reduce the level of systematic errors, biases and distortions decision makers and managers usually commit in organization as a result affecting the level of performance output.

5.0 CONCLUSIONS AND RECOMMENDATIONS

Several Managerial decision making process options are adopted to sustain Breweries Manufacturing organizations and to attain quality performance output.

These Managerial decision making options range from Programmed decisions, Non-programmed and Group decision making techniques. Organization that rationally adopts these measures reveal high performance, growth and quality goals attained by them. Decision makers/managers most times allowed systematic biases, errors to creep into their judgment while making decision making there by distorting the quality of decision made. These can affect goal attainment.

The researcher therefore recommended the following measures to guide Decision makers/Managers as derived from the study on Managerial decision making process to serve as critical success parameters for organizations. These include;

1. Decision makers/Managers in Breweries Manufacturing organizations surveyed should ensure that adequate and appropriate information should be obtained on the contentious subject matter before effective decision making process should commence that would be result oriented.

2. Decision makers/Managers of Nigerian Breweries plc Lagos and Guinness Breweries plc Lagos should understand that basing their judgment on information that is irrelevant and insignificantly in the course of the decision making process will cause distortion and biasness, so should be avoided as much as possible to pave way for effective decision procedures and high performance attainment.

3. In the course of decision making processes, most decision makers and managers are influenced by the syndrome of “seeing what they expect to see and what they want to see and not investigating further on it”. This syndrome is dangerous and can distort the quality of decision that is made on issues and employees of organization, thereby affecting performance output.

4. Basing attributions in decision making process on flimsy and potentially irrelevant evidences will lead to errors in perception and subsequently affect decision making process since the mindset of the decision makers/managers is already bias in either understating or overstating the true position of the subject matter under consideration. This will affect performance output of Breweries organizations and should be discouraged.

5. Decision makers/Managers should not allow their own characteristic to affect what they see in others and how we judge them. This is pertinent in the sense that every organization has standard code of conducts and norms for effective operations that are set as minimum thresholds and benchmark for adoption. Breweries organizations should religiously follow these standard procedures to facilitate performance outputs.

6. Decision makers/Managers of Nigerian Breweries plc Lagos and Guinness Breweries plc Lagos should avoid stereotyping and generalization but focus on their judgment based on merit associated on each subject matter to help drive the organization toward attainment of high performance goals of profit maximization, growth, productivity, effectiveness and organizational efficiency.

7. Decision makers/Managers involved in the decision processes of Nigerian Breweries plc and Guinness Breweries plc Lagos should as much as possible practice transparency consistency, honesty, equity and fairness to ensure effective decision process such that goals of the organizations will be realized.

8. Periodically workshops, training and orientations session be organized for manager involved in decision making to abreast them of the

importance and sensitive nature of the task assigned to them bearing in mind that quality performance output can only be achieved when accurate, valid, reliable and effective decision are made that high performance output are attained. These should as a matter of seriousness be not compromised.

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Appendix

Research Questionnaire

Department of Business Management
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11stSeptember, 2017.

Dear Sir/Madam,

Here is a questionnaire on: The impact of managerial decisions making process on organizational performance attainment: A study of Nigerian Breweries Plc Lagos and Guinness Breweries Nigeria Plc Lagos.

You have been chosen as one of the respondent in this study. You are therefore humbly requested to supply honesty and sincere answers and responses to the questions by ticking as appropriately as you can in the boxes/space provided.

Questionnaire

1). Several managerial decision making process such as programmed, non-programmed and group decision making procedure are adopted by your Breweries organization to impact on performance attainment.

- a) Strongly Agree (SA) []
- b) Agree (A) []
- c) Undecided (U) []
- d) Disagree (D) []
- e) Strongly Disagree (SD) []

2) These Managerial decision making processes have enhanced performance in form of profit attainment, market share increase, high turnover, return of investment amongst others in your Brewery organization.

- a) Strongly Agree (SA) []
- b) Agree (A) []
- c) Undecided (U) []
- d) Disagree (D) []
- e) Strongly Disagree (SD) []

3) Several Judgment shortcuts, systematic biases and errors are allowed by Decision Makers/Managers and therefore have distorted the quality of Managerial decision making processes of your Breweries organization and have affected performance.

- a) Strongly Agree (SA) []
- b) Agree (A) []
- c) Undecided (U) []
- d) Disagree (D) []
- e) Strongly Disagree (SD) []