A COMPARATIVE EVALUATION OF STRATEGIC MANAGEMENT AND DECISION MAKING PROCESS

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ABSTRACT

It is generally recognized that there is diversity in the workforce of any enterprise, be it business, government, or civil society. This study therefore seeks to find out the impact of workforce diversity on organizational effectiveness using Nigerian firms in Ile-Ife, Osun State, Nigeria for the study. To determine the impact of diversity on organizational performance outcomes, a series of hierarchical Chi Square analysis were conducted. The study finds significant correlation between some of the diversity variables as Well as individual diversity variables with the measures of organizational effectiveness. Also it reveals that gender and ethnicity are negatively related to both employee productivity and performance. In addition the study finds that gender; age and tenure diversities are positively correlated and are significantly related. It is recommended that company executives use good strategies to effectively manage Workforce diversity and collaborative research efforts should be done to ascertain the contextual variables that moderate Workforce diversity to produce positive performance outcomes.

INTRODUCTION

BACKGROUND T0 THE STUDY

Management process is a set of interdependent activities used by an organization to carry out their functions which include, planning, organizing, staffing, leading, and controlling. Shiv and Fedorikhin.(2010) defined management “A social process entailing responsibility for the effectiveness and economic planning and regulations of the operation of an enterprise in fulfillment of a given purpose of task.” Such responsibilities involve judgment and decision in determining plans and in using data to control performance and progress against plans; and the guidance, integration, motivation and supervising the personnel comprising the enterprise and carrying out its operations. This management and decision making process takes a pattern that varies from organization to organization. lt is worthy to state that the strategic management and decision making processes within an organization is the crux of this research work. This chapter introduces the background to this research work and also objectives and scope of the study.
A strategic decision has been defined as one that is important, in terms of the actions taken, the resources committed, or the precedents set (Cooper et al, l988). This means that strategic decisions are infrequent decisions made by the top leaders of an organization that critically affect organizational health and survival. Strategic management involves the formulation and implementation of the major goals and initiatives taken by a company's top management on behalf of owners, based on consideration of resources and an assessment of the internal and external environments in which the organization competes.

Strategic management provides overall direction to the enterprise and involves specifying the organizations objectives, developing policies and plans designed to achieve these objectives, and then allocating resources to implement the plans. Academics and practicing managers have developed numerous models and frameworks to assist in strategic decision making in the context of complex environments and competitive dynamics (Bazerman, 2009; ldson et al, 2004).
Strategic management is not static in nature; the models often include a feedback loop to monitor execution and inform the next round of planning (Shiv and Fedorikhin, 1999). Three principles underlying strategy have been identified to be ability of the management team to creating a unique and valuable market position, making trade-offs by choosing what not to do, and creating fit by aligning company activities to with one another to support the chosen strategy (Cooper et al, 1988; Bazerrnan, 2009).

Corporate strategy involves answering a key question from a portfolio perspective: This question includes what kind of business .an organization should be among others. On the other hand, business strategy involves answering the question of how a firm should compete in her chosen line of business (Idson et al, 2004) in management theory and practice, a further distinction is often made between strategic management and operational management.
Operational management is concerned primarily with improving efficiency and controlling costs within the boundaries set by the organizations strategy.

While strategies are established to set direction, focus effort, define or clarify the organization, and provide consistency or guidance in response to the environment, these very elements also mean that certain signals are excluded from consideration or de-emphasized.

Mintzberg (1987) opined that strategy is a categorizing scheme by which incoming stimuli can be ordered and dispatched." Since a strategy orients the organization in a particular manner or direction, that direction may not effectively match the environment, initially if a dysfunctional strategy or over time as circumstances changes. As such, Mintzberg further stated that once a strategy is established, it creates a force that resists change rather than encourages it. Another that factor that influences an organization's strategic management is the decision process within the firm. It is worthy to state that chain of command in the execution of an instruction in form of strategic management or competitive edge varies from one organization to another. Thus hierarchical order of command and execution invariably affects the effectiveness of a management decision be it move or a development decision but in theory, the importance decision making process is rather underemphasized. Thus, even this highly theoretical perspective is missing a significant element of research understanding. It is against this background that this study has chosen to comparatively evaluate the impact of diversity within the workforce of the behavioral pattern of an organization.

STATEMENT OF THE RESEARCH PROBLEM

The problem of this study is to perform a comparative evaluation of strategic management and making process in organizations that spans from business to conventional working establishment. The strategy adopted by management of an organization differs and as such the problems that the accompany them also varies, Despite the fact that organizations adopt one form of strategic management stance to either gain competitive edge against their competitors or to enhance production or means of rendering service , the procedure of arriving at a management decision has immense influence on the success of such strategic decision as well as the resultant effect of the strategy on the productivity of the organization.

Since every organization be it government or private has a management team, decisions has been taken and this transcends every organization in Nigeria and worldwide, thus the means of arriving at a management decision is vital to the sustainability of any organization (Blair, 2002).

This study sets to find answers to the following problems:

i. Should employee participate in managerial decision- making or not?
ii. Will participation in decision making serves as training and testing ground for employee?
iii. The dilemma whether some cadres of employees are qualified enough to aid indecision making in a firm or otherwise?
iv. The concerns of availability of honest and goal-oriented individuals are not available at this lower organizational level but the big question is if qualified individuals are really available?

    These underlay the need for an investigation study..

RESEARCH QUESTION

This research work intend to answer the following questions

i. Does linkage exist between management strategy adopted by an organization and the procedure employed to arrive at such strategy?
ii. What is the impact of management team inclusion of lower cadre employees indecision making process in organization in Nigeria?
iii. How does the decision making procedure of an organization affect the productivity of such organization?

1.5 OBJECTIVES OF THE STUDY

The broad objective of the study is to a comparatively evaluation of strategic management and decision making process in organizations. The purpose of this research is to examine the definitions offered within the literature on management and business strategies adopted by firms and hoe these adoptions are arrived at. lt will consider how the definitions of strategic management and decision making offered in the literature help or impede the formation of effective organizational innovation if applied. The specific objectives of this study are to:

i. Analyze the linkage between effectiveness of strategic management decision and the decision making process,
ii. To assess the impact of employee participation in management decision making.
iii. To investigate the impact of employee participation in management decision on productivity of the organization.
iv. To make recommendation based on the research finding.

1.6 STATEMENT OF HYPOTHESES

Based on the theoretical formulation of this study, the study intends to prove the following hypothesis. These hypotheses will be tested;

H_0 – strategic management does not enhance better decision making process.
H_1– strategic management enhance better decision making process.
H_0– There is no better co-ordination of organization that adopts strategic management.
H_1– There is a better co-ordination of organization that adopts strategic management.

SCOPE OF THE STUDY

The scope of the study would be limited to strategic management decision and the decision making process in an organization in the last decade i.e. 2003 to 2012

LITERATURE REVIEW

INTRODUCTION

It is a general belief that management strategy is a process intended to create and maintain a positive work environment where the achievement of set organizational goals can be put in perspective and Worked towards, yet in other to pick and execute the right strategy, the input of every personnel within an organization is needed to reach their potential and maximize their contributions to an organization’s strategic goals and objectives. This section presents a critical appraisal of existing literature on the subject matter. It also examines past and related research studies on strategic management, organizational decision making and how this influences the outlook and productivity of an organization.

STUDY AREA

In every organized business, government, corporate body and industry, the presence of a manager or management team is vital and predominantly evident. The outward behavior of an organization is mostly based on the way in which such organization wishes to compete and conduct business. Evaluate strategic management and decision making within 'an organization, the city of Ile-Ife, Osun State, Nigeria is chosen as the study area. The reason for this is the essence of several corporate organizations with the city. This ranges from financial institutions, financial institutions (banks), small and medium sized enterprises among others. All the above mentioned organizations depend on human capital apart from other inputs of production. Ile-Ife located in Osun State in South-West Nigeria.

DEFINITION OF STRATEGY

Strategic decision-making, strategic planning or simply strategy – these are all created as equivalent terms for a generic organizational phenomenon., The term strategy, which derives from the Greek word Strategies, means "the art of the general". The Oxford English Dictionary defines strategy as the "art of war" and "the art of so moving and disposing troops as to impose upon the enemy, the place and time and conditions for the righting preferred by one". At the core of strategy is a framework of fundamental alternatives. If we can identify the dimensions of this framework, We can describe the foundation of a strategy. These dimensions are unique to each business and constitute a simple, understandable, powerful, and effective way to define an organization's strategic profile.

Several authors have proposed definitions of organizational strategy, but those provided by Andrews (1971), and Chandler (1962) is among the most frequently cited. Andrews conceptualizes corporate strategy as “the pattern of decisions in a company that determines and reveals its objectives, purposes, or goals, produces the principal polices and plans for achieving those goals, and defines the range of business". The company is to pursue the kind of economic and human organization it is or intends to be, and the nature of the economic and non-economic contribution it intends to make to its shareholders, employees, customers and communities.

Mintzberg (1988) described the many different definitions and perspectives on strategy reflected in both academic research and in practice. He examined the strategic process and concluded it was much more fluid and unpredictable than people had thought. Because of this, he could not point to one process that could be called strategic planning. Instead Mint berg concludes that there are five types of strategies:

Strategy as plan - a directed course of action to achieve an intended set of goals; similar to the strategic planning concept;

Strategy as pattern f a consistent pattern of past behavior, with a strategy realized over time rather than planned or intended. 'Where the realized pattern was different from the intent, referred to the strategy as emergent;

Strategy as position - locating brands, products, or companies within the market, based on the conceptual framework of consumers or other stakeholders; a strategy determined primarily by factors outside the firm;

Strategy as ploy – a specific maneuver intended to outwit a competitor; and

Strategy as perspective - executing strategy based on a "theory of the business" or natural extension of the mindset or ideological perspective of the organization.

Strategy is defined as the broad formula for how a business is going to compete, what its goals should be, and what policies will be needed to carry out those goals" and the"...combination of the ends (goals) for which the firm is striving and the means (policies) by which it is seeking to get there." He continued that: "The essence of formulating competitive strategy is relating a company to its environment (Blair, 2002).

STRATEGIC MANAGEMENT

Strategic management involves the formulation and implementation of the major goals and initiatives taken by a company's top management on behalf of owners, based on consideration of resources and an assessment of the internal and external environments in which the organization competes (Bazemaan, 2009; Jolls et al, 2008). Strategic management involves the related concepts of strategic planning and strategic thinking. Strategic planning is analytical in nature and refers to formalized procedures to produce the data and analyses used as inputs for strategic thinking, which synthesizes the data resulting in the strategy. Strategic planning may also refer to control mechanisms used to implement the strategy once it is determined. In other words, strategic planning happens around the strategic thinking or strategy making activity.

Strategic management is often described as involving two major processes: formulation and implementation of strategy. While described sequentially below, in practice the two processes are iterative and each provides input for the other.

FORMULATION OF MANAGEMENT STRATEGY

It is useful to consider strategy formulation as part of a strategic management process that comprises three phases: diagnosis, formulation, and implementation. Strategic management is an ongoing process to develop and revise future-oriented strategies that allow an organization to achieve its objectives, considering its capabilities, constraints, and the environment in which it operates (Jolls et al, 2008).

Diagnosis includes performing a situation analysis (analysis of the internal environment of the organization), including identification and evaluation of current mission, strategic objectives, strategies, and results, plus major strengths and weaknesses. It also includes analyzing the organization's external environment, including major opportunities and threats; and identifying the major critical issues, which are a small set, typically two to five, of major problems, threats, weaknesses, and/or opportunities that require particularly high priority attention by management (Kahneman and Lovallo, 2001).

Formulation, the second phase in the strategic management process, produces a clear set of recommendations, with supporting justification, that revise as necessary the mission and objectives of the organization, and supply the strategies for accomplishing them. In formulation, we are trying to modify the current objectives and strategies in ways to make the organization more successful. This includes trying to create "sustainable" competitive advantages – although most competitive advantages are eroded steadily by the efforts of competitors.

A good recommendation should be: effective in solving the stated problems (can be implemented in this situation, with the resources available), feasible within a reasonable time frame, cost-effective, not overly disruptive, and acceptable to key "stakeholders" in the organization. It is important to consider "fits" between resources plus competencies with opportunities, and also fits between risks and expectations Ritov and Baron (2007) stipulated three aspects or levels of strategy formulation, each with a different focus, need to be dealt with in the formulation phase of strategic management.

He opined that the three sets of recommendations must be internally consistent and lit together in a mutually supportive manner that forms an integrated hierarchy of strategy, in the order given.

Corporate Level Strategy: In this aspect of strategy, we are concerned with broad decisions about the total organization's scope and direction. Basically, we consider what changes should be made in our growth objective and strategy for achieving it, the lines of business we are in, and how these lines of business fit together. lt is useful to think of three components of corporate level strategy; (a) growth or directional strategy (what should be our growth objective ,ranging from retrenchment through stability to varying degrees of growth - and how do we accomplish this), (b) portfolio strategy (what should be our portfolio of lines of business, which implicitly requires reconsidering how much concentration or diversification we should have), and (c) parenting strategy (how We allocate resources and manage capabilities and activities across the portfolio -- where do we put special emphasis, and how much do we integrate our various lines of business) (Stanovich and West, 2000).

Competitive Strategy (often called Business Level Strategy): This involves deciding how the company will compete within each line of business (LOB) or strategic business unit (SBU).

Functional Strategy: These more localized and shorter-horizon strategies deal with how each functional area and unit will carry out its functional activities to be effective and maximize resource productivity.

IMPLEMENTATION OF STRATEGIC MANAGEMENT

The second major process of strategic management is implementation, which involves decisions regarding how the organization's resources (i.e., people, process and IT systems) will be aligned and mobilized towards the organizational objectives. Implementation results in how the organizations resources are structured (such as by product or service or geography), leadership arrangements, communication, incentives, and monitoring mechanisms to track progress towards objectives, among others (Larrick, 2004).

Running the day-to-day operations of the business is often referred to as operations management or specific terms for key departments or functions, such as logistics management or marketing management, which take over once strategic management decisions are implemented.

Larrick (2004) however noted that in a business organization, the formulation process has a bearing on the implementation of a company strategy or policy. He concluded that if the set of personnel assigned to implement a strategy forms an integral part of the formulation process, the strategy stands a higher chance of successful implementation but this does not guarantee the effectiveness of the strategy in the industry or in competition with other firms who have differentiated products similar to that being produced by the implementing firm.

FEATURES OF STRATEGIC MANAGEMENT

There are several business maneuvers to respond to the immediate realities of business, change in the industrial policies guarding how business activities are being conducted, innovations or change in management that do not qualify to be referred to as a strategic management position. These are just responses to external factors that have being effects on an organization’s mode of operations or productivity (Thompson et al, 2000). For a management decision to qualify as a strategic management decision, some features needs to be present in the formulation and implementation of such strategy. One main characteristic feature is that the strategy must be an on-going process. A strategic management is an on-going process which is inexistence throughout the life of an organization. The on-going process of formulating, implementing and controlling broad plans guide the organization in achieving the strategic goals set by the organization (Wilson, 1996). The goal of a management strategy being an on-going process includes seeking a better operational control in the organization’s finances and trying to meet operational budgets. A strategic management decision is also involves forecast-based planning. This seeks more effective planning for growth by attempting to predict long term operational goal and level of set goals achievement. A strategic plan also seeks increasing responsiveness to market forces and competition and also striving to gain competitive advantage over rival organizations (Stanovich and West, 2000).

DECISION MAKING PROCESS

A decision is a choice made from two or more alternatives. The decision-making process is a set of eight steps that include identifying a problem, selecting an alternative, and evaluating the decision's effectiveness. Decision making can be strengthened individually and in group situations (Tversky and Kahneman, 1994). A management team can use decision making techniques to fashion out the best possible strategy for an organization considering the present circumstances and realities facing such an organization. Groups must be aware of difficulties that negatively impact decision making, such as groupthink and group polarization. Individual decision making can be analyzed by examining cognitive styles that are used for gathering information and evaluating alternatives. Models of decision-making range from very rational (e.g., the rational model) to non-rational (e.g., the garbage can model). Intuition and creativity can be developed and improved to assist decision makers.

One of the first works to give insight into the decision-making process is that of Simon (1945, cited in Miller, Hickson & Wilson., l996). He viewed the choice process involved indecision-making as being 'saticficingl rather than 'optimizing'. This is because decisions cannot be made in a completely rational manner due to limitations of organizational complexity and managers' cognitive abilities. This general concept of bounded rationality links to the emanation .of the decision-making process in more detail. Lindblom (l 959, cited in Miller et., l996) shows that the decision-making process is not linear or sequential in public institutions. A more iterative model was shown, with existing strategies being tweaked with no steps forward (Benartzi and Thaler, 2007, cited in Miller et al., 2009).

Mintzberg et al. (1976) provides a breakdown of the process into various stages, while
Hickson et al. (1986, cited in Miller et al., 2009) defines decisions as being either sporadic, fluid or constricted. Sporadic processes are characterized by delays, whilst the opposite is true for the more structured fluid processes. Constricted processes are a mixture of both sporadic and fluid ,but tend to focus on one individual who is making the decision and who makes use of a wide range of resources (Hickson et al., 1996). Investigating the decision-making process in investment decisions, Butler et al. (1996) found that computation, judgment, negotiation and inspiration were required parts of the process for successful decision.

Decisions that managers make are either programmed decisions (which are routine, and have established decision rules) or non-programmed decisions (new, complex decisions that require creative solutions). The decision making process is a step-by-step approach that can be utilized for a variety of types of problems but it should be noted that effective decisions are timely, acceptable to those affected by them, and meet desired objectives (Bazerman, 2007).

Osuagwu in 1960 stated that there are two basic models of decision making process, namely the rational model and the bounded rationality model. The rational model comes from classic economic theory, and assumes that there is a completely rational solution to all problems. In this model, decision makers have consistent systems of preferences, are aware of all alternatives, and can accurately calculate the probability of success for each alternative (Milkman et al, 2008).

The bounded rationality model on the other hand is a theory that suggests that there are limits to how rational a decision maker can actually be. If the decision factors do not deal with humans, the probability of rationality increases. Since managers cannot make perfect decisions, they satisfies, selecting instead the first alternative that is 'good enough'. This is similar to students selecting a college that is within their decision frame, as opposed to viewing all 3,000 available colleges and universities. Satisfying involves a shortcut, intuitive approach to decision making, which is referred to as heuristics (Miller et al., l996).Heuristics are shortcuts in decision making that save mental activity. The development of heuristics became the backbone of expert systems, which capture the intuitive shortcuts of experts, and create a program to mimic this behavior.

Apart from the two models stated above, Adeniyi (2009) added another model (theGarbage Can Model) to the list of accepted models in decision making processes. In this model, the solutions, participants, and choice opportunities exist randomly within the organization. The haphazard approach of this model earned it its name, the garbage can approach. This form of decision making process is often applied in sole proprietorships and the new wave of entrepreneurship organizations. The firms that adopt this approach to decision making is likely to have between 3 to 10 staff strength where the manager doubles as that key investor and owner of the business. 'Here the manager will most likely not take into cognizance the more procedural model as most of the strategic management decision in such firms are in immediate response to market conditions and sudden change in the competitors approach in gaining market advantage (Bazerman, 2009).

PARTICIPATIVE DECISION MAKING PROCESS

Participative decision making is a situation in which individuals affected by decisions influence the making of those decisions. Participation increases employee satisfaction and creativity. Some studies have shown that participation is related to increases in productivity. The organizational foundations for empowerment include a participative, supportive organizational culture and team-oriented works design (Dawes, l997). One of the difficulties of implementing participative groups is that middle managers may experience fear and anxiety as a result of perceptions that they are losing power, which can disrupt participative decision making efforts.

The three individual prerequisites for empowerment include:

i. His capability to become psychologically involved in participative activities.
ii. The motivation to act autonomously, and
iii. The capacity to see the relevance of participation for one's own well-being.

The three prerequisites for empowering individuals/employees in participating in the decision making process of an organization and arriving at a strategy of operation depends on the employee's exhibition of cognitive intuition and experience in the industry and understanding of organizational goals and policies.

ORGANIZATIONAL DECISION MAKING PROCESS

This is otherwise known as the group decision making. This involves the inclusion of management level employees within the organization and experts in the field to draw out long term and short term organizational objects, goals and competitive strategies. For his analysis, Basi (1998) breaks up decision-makers in organizations into executives, managers or supervisors. These are categories that are part of the general management structure of a typical organization. Basi (1998) describes how executives need to have a high level of intuition when making decisions, and be able to scan to environment for threats and opportunities. The lower level of manager needs to have good compromise and negotiation skills to successfully see a decision through to implementation (Blair, 2002).

Blair (2002) goes on to suggest this is because of the need to work with many differing work units to accomplish a goal. The lowest level of supervisor needs to have good computational abilities as the types of decisions here are usually unambiguous and less consequential The non-ambiguity associated with more routine decisions makes them more enable towards analysis through computation (computer analysis and other types of modeling.

The advantage of group decision making is the collaboration of pooled group member resources increased approval for the solution and greater understanding of the decision.

However it has been shown to have disadvantages in some cases. This include pressure to conform potential for domination of the group by a member or clique and the increased time required to make decisions Basi (1998) opined that one of the major disadvantages of group decision making is the tendency for *Groupithmk. Groupthink* is a deterioration of mental efficiency reality testing and moral Judgment resulting from in group pressures This happen because the cohesiveness and the solidarity of the group tend to stifle disagreement and questions about the groups chosen course of action Another feature of group decision making process is group polarization Group polarization is the tendency for group discussion to produce shifts toward more extreme attitudes among members Group polarization can be seen with juries that become locked in disagreement (Miller et al 1996) It should be noted that this is destructive to the strategic decision arrived to by an organization s management team because the best interest of the organization might not be upheld in the strategy adopted by the group rather the interest of the clique with the largest number in case of voting and this might not be the best cause of action but the elected decision rather than the rational line of action (Moran et al 2008).

With the adapting of marketing mix elements to environmental forces. It evolves from the interplay of the marketing mix elements and the environmental factors (Li et al., 2000).
Therefore, the friction of marketing strategy is to determine the nature, strength, direction, and interaction between the marketing mix- elements and the environmental factors in a particular situation (Savitsky et al, 2005). According to Ritov and Baron (l999) the aim of the development of an organization's marketing strategy development is to establish, build, defend and maintain its competitive advantage. Managerial judgment is important in coping with environmental ambiguity and uncertainty in strategic marketing.
Marketing strategies and tactics are concerned with taking decisions on a number of variables to influence mutually-satisfying exchange transactions and relationships, Typically ,marketers have a number of tools they can use, these include mega-marketing (Idson et al, 2004).
Marketing seems easy to describe, but extremely difficult to practice. Organizational managers in many firms have applied the so-called marketing concept, which may be simple or complex. The marketing concept and variants like the total quality management concept for example, are essentially concerned with satisfying clients' needs and wants beneficially. Developing and implementing efficient and effective marketing strategies which incorporate relevant dimensions of the marketing concept involve the organic tasks of selecting a target market (customers/clients) in which to operate and developing an efficient and effective market in ingredient combination. Marketing thought, with its practice, has been moving speedily into the service industry (Kotler and Connor, 1997). Literature, partly, centers on the discussion of whether physical product marketing is similar to, or different from, the marketing of service and concludes that the differences between physical product and service might be a matter of emphasis rather than of nature or kind (Sunstein and Thaler, 2003), Marketing is one of the salient and important organic functions which help to service organizations to meet their business challenges and achieve set goals and objectives

(Thompson et al, 2000). The word “service” is used to describe an organization or industry that “does something” for someone, and does not “make something” for someone. Service is used of companies or firms that meet the needs and want of society such organizations are essentially bureaucratic (Moore et al, 2007).

“Service” may also be described as intangible its outcome being perceived as an activity rather than as a tangible offering.

Services include a wide range of activities and form some of the growing sectors of the Economies of developed and developing countries. Services include professional services (legal, accounting, medical, management consulting, etc), general services (insurance, postal, telephone ,transportation, internet, tourism, etc), maintenance and repair services, and services from marketing researchers and product manufactures, among others (Moore and Lowenstein, 2004).

METHODOLOGY

INTRODUCTION

According to Asika (2004), research methodology describes the steps employed to carry out investigation on the project by the researcher. This chapter itemizes the research design, sources of information, investigation for data collection, sampling procedure and statistical techniques in data analysis.

RESEARCH DESIGN

The study will employ a survey research design which allows the use of questionnaires to be administered on selected respondents in the case study organizations within the study area.

This design is chosen in order to address specifically the objectives of the study and at the same time study the view of respondents towards the decision making procedure of their respective firm as well as management strategy. Random sampling would be used where only senior management workers in these organizations within the study area. This population sample represents the respondents that were available during the timeframe of conducting the study. This would be selected as a representative of employees and managers in both the publicly owned business institutions in Ile-Ife and Nigeria as a whole for data collection and analysis.

POPULATION

The numbers of employees in both the organization are 50 which make up the population.

SAMPLE SIZE

The numbers chose to be sampled are 40.

SAMPLING TECHNIQUE

Simple random sampling technique was used. This was because it allows the equal the equal selection of respondents. This is done by selecting the management team of the two business organizations as respondents randomly from the entire population located in the study area. Findings were generalized to the entire branches of the firms nationwide.

RESEARCH INSTRUMENT

A self-structured questionnaire containing both open and close ended questions was used for the study to elicit the opinion of the study population. A total of 6 questionnaires were administered to employees in Guaranty Trust Bank while 5 were administered for Classic Computer Institute within the study area. This is the number of the management team in each of the firms. The questionnaire comprised of two sections. Section A comprises of personal data of the respondent while section B contains respondents' knowledge their organization's strategic management plan and decision making processes.

RELIABILITY AND VALIDITY OF THE INSTRUMENT

The questionnaires were given to the researcher supervisor for thorough scrutiny against necessary correction and from pilot study questionnaires collected. This is to ascertain the other instrument detail correction collected for amendment to the obvious weakness detected for the liability and validity of the study.

DATA COLLECTION

Data collection was done through structured questionnaire. The questionnaire was distributed to respondents met on ground after been approached in a polite and friendly manner. Only the management team of the firms chosen as case studies was respondents who consented to be part of the study were enlisted. Questionnaire administration took ten (10) days.

METHOD OF DATA ANALYSIS

Data collected was analyzed by using descriptive statistics with the help of simple percentage and frequency counts to compare the strategic management and decision making process in both organizations. A simple higher percentage of respondents' views are used to draw conclusion comparatively evaluating the strategic management methods used.

DATA PRESENTATION, INTERPRETATION AND DISCUSSION

INTRODUCTION

This chapter contains the analysis of data obtained to gather information from respondents on the subject matter of the management strategic decision and the decision making processes in their different organizations. This also evaluates how this process affects work performance and organizational productivity. In this chapter of the study, section 4.1 contains the personal data of the respondents; section 4.2 contains respondent's knowledge on their organization's management strategy and decision making processes, while section 4.3 contains the major findings and discussions of the study.

SOCIO-ECONOMIC DATA

Table 4.2.1 Respondents' gender

	Frequency	Percent
Valid Male	28	70%
Female	12	30%
Total	40	100%

Source: Fieldwork, 2015

Table 4.2.1 shows that 70% of the respondents were males while 30% were female.

Interpretation: It simply shows that majority of the people interviewed were males.

Table 4.2.2 marital status of respondents

	Frequency	Percent
Valid Single	12	30%
Married	28	70%
Divorced	0	0.0
Separated	0	0.0
Total	40	100%

Source: Fieldwork, 2015

Table 4.2.2 shows that 30% of the respondents are single while 70% are married
Interpretation: It simply shows that majority of the respondents are married.
Table 4.2.3 Religious affiliation of respondents

	Frequency	Percent
Valid Christian	20	50%
Islam	12	30%
Traditional	8	20%
Total	40	100%

Source: Fieldwork, 2015
Table 4.2.3 shows that 50% of the respondents are Christians, 30% are Muslims and 20% are traditional worshippers.

Interpretation: it simply means all the staffs in different organizations that responded to the questionnaire are Christians.
Table 4.2.4 - Respondents' nationality

	Frequency	Percent
Valid	Nigerian	40
Foreigner	0	0.0
Total	40	100%

Source: Fieldwork, 2015

Table 4.2.4 shows that 100% of the respondents are Nigerians

Interpretation: It simply shows that all of the people interviewed were Nigerian nationals.
Table 4.2.5 Age range of respondents

	Frequency	Percent
Valid Below 20	0	0.0
21-39	13	32.5%
40-59	27	67.5%
Above 60	0	0.0
Total	40	100%

Source: Fieldwork, 2015
Table 4.2.5 shows that 32.5% of the respondents are aged below 40 years old 67 5% of the respondents fall within the 40 - 59 years age range.

Interpretation: This implies that the respondents are mostly above 40 years old while a smaller percentage of them are between 21 and 39 years old.

Table 4.2.6 Educational qualification of respondents

	Frequency	Percent
Valid O' Level	0	0.0
NCE / OND	0	0.0
Graduate	1 l	27.5%
Post Graduate	29	72.5%
Total	40	100%

Source: Fieldwork, 2015

Table 4.2.6 shows that 27.5% of the respondents are university graduates while 72 5% have post graduate qualifications.

Interpretation: This implies that majority of the respondents have university degrees and postgraduate qualifications.

Table 4.2.7Level/ Status of respondents at present employment

	Frequency	Percent
Valid Non- managerial cadre	0	0
Junior management level	0	0
Middle management level	9	22.5%
Senior management level	31	77.5%
Total	40	100%

Source: Field Survey, 2015

Table 4.2.7 shows that 22.5% of the respondents belong to the middle management level while 77.5% are of the senior management level.

Interpretation: This implies that majority of the respondents belong to the non managerial

4.3 RESEARCH RESULT ON ORGANIZATIONAL MANAGEMENT STRATEGY AND DECISION MAKING PROCESS

Table 4.3.1 Is there a specified management strategy adopted by your Organization?

Valid	Yes	%	NO	%
GTB	15	37.5	5	12.5
CCI	11	27.5	9	22.5
Total	26	65	14	35

Source: Field Survey, 2015

Table 4.3.1 shows that 65% of the respondents are agree that there is a specified management strategy adopted by their Organization while 35% disagreed that there is no specified management strategy adopted by their Organization..

Interpretation: It simply shows that majority of the respondents agreed that there is a specified management strategy adopted by their Organization.

Table 4.3.2 Is your organization's management strategy in the branch received from headquarters?

Valid	Yes	%	NO	%
GTB	18	45	2	5
CCI	10	25	I0	25
Total	28	70	12	30

Source: Fieldwork, 2015
70% said yes
30% said yes

Table 4.3.2 shows that 90%of the respondents agreed that management team receives their strategic management decision from their headquarters while 10% of GIB respondents does not agree. 50% of CCI respondents agree that management team receives their strategic management decision from their headquarters while 50% does not agree.

Interpretation: It simply shows that GTB operational strategy is received from the headquarters and the management team simply implements while CCI managers formulate their strategy at the branch level.

Table 4.3.3 Is your organization's management strategy contributory at the branch level?

Valid	Yes	%	NO	%
GTB	5	12.5	15	37.5
CCI	16	40	4	10
Total	21	52.5	19	47.5

Source: Fieldwork, 2015
2.5% said yes
7.5% said no

Table 4.3.3 shows that 25% of the respondents in GTB agreed that strategic management decisions are contributory at the branch level while 75% of the respondents in GTB disagreed that strategic management decisions are not contributory at the branch level of from their headquarters. 80% of the respondents in CCI agreed that strategic management decisions are contributory at the branch level, While 20% of the respondents in CCI disagreed that strategic management decisions are not contributory at the branch level.

Interpretation: It simply shows that GTB operational strategy does not allow members of staff to make an input in their management strategy formulation while CCl allows managers at the branch level contribute to their strategy.

Table 4.3.4 The decision making process in your organization involves staff members in your operational branch?

Valid	Yes	%	NO	%
GTB	3	7.5	17	42.5
CCl	20	50	0	0
Total	23	57.5	17	42.5

Source: Fieldwork, 2015
15% of GTB Said yes
85% of GTB Said no
100% of CCI Said yes

Table 4.3.4 shows that l5% of the respondents in GTB agreed that employees are allowed to take that management decisions at the branch level while 85% of the respondents in GTB does not agree that employees at the branch level should take management decisions.l00% of the respondents in CCI agree that employees determine strategy required to operate at the branch level.

Interpretation: It simply shows that GTB operational strategy does not allow members of staff and make an input in their management strategy formulation while CCI allows members of staff and managers at the branch level contribute to their strategy.

Table 4.3.5. Are the work perception and contribution of employees consider a strategy is being adopted in your firm?

Valid	Yes	%	NO	%
GTB	0	0	20	50
CCl	20	50	0	0
Total	20	50	20	50

Source: Fieldwork, 2015
50% said yes
50% said no ' V
100% of the GTB said no
100% of the CCI said yes

Table 4.3.5 shows that 100% of the respondents in GTB does not agree that the work perception, innovation and contribution of employees are not considered when a strategy is being made.
While 100% of the respondents in CCI consider the work perception, innovation and contribution of employees considered when a strategy is being adopted.

Interpretation: It simply shows that GTB does not consider the work perception; innovation and contribution of employees when a strategy is being adopted. While CCI considers the work perception, innovation and contribution of employees when a strategy is being adopted.

Table 4.3.6 Do you think your motivation to work will be enhanced if your personal opinion is valued within your organization strategic management decisions?

Valid	Yes	%	NO	%
GTB	19	47.5	1	2.5
CCI	17	42.5	3	7.5
Total	36	90	4	10

Source: Fieldwork, 2015

Table 4.3.6 shows that 90% of the respondents think that their motivation to work will be enhanced if their personal opinion is valued within their organization strategic management decision, while 10% stated that there is not.

Interpretation: It simply shows that majority of the respondents are of the view that their motivation to work will be enhanced if their personal opinion is valued within their organization strategic management decision.

Table 4.3.7Ils there a culture of teamwork in your organization

Valid	Yes	%	NO	%
GTB	20	50	0	0
CCI	20	50	0	0
Total	40	100	0	0

Source: Fieldwork, 2014

Table 4.3.7 shows that 100% of the respondents asserted that there is a culture of team work in their respective organizations.

Interpretation: It simply shows that all the respondents are of the opinion that teamwork culture is imbibed in their organization.

Table 4.3.8 Does team approach toward solving a problem or achieving set goals affect organization performance?

Valid	Yes	%	NO	%
GTB	15	37.5	5	12.5
CCI	15	37.5	5	12.5
Total	30	75	10	25

Source: Fieldwork, 2015

Table 4.3.8 shows that 75% of the respondents agreed that the team approach towards solving a problem or achieving a set goals affect organization performance, while 25% of the respondents does not agree that team approach toward solving a problem or achieving set goals affect organization performance.
Interpretation: It simply shows that all the respondents are of the opinion that their motivation to work will be enhanced if their personal opinion is valued within their organization.

Table 4.3.9 Does the decision making process in your organization affect company's growth and competitive edge?

Valid	Yes	%	NO	%
GTB	15	37.5	5	12.5
CCI	20	50	0	0
Total	35	87.	5	5

Source: Fieldwork, 2015

Table 4.3.9 shows that 87.5% of the respondents think that the decision making process in their organization affect company's growth and competitive edge while 12.5% think it does not.

Interpretation: It simply shows that all the respondents are of opinion that the decision making process in their respective organization affect company's growth and competitive edge.

Table 4.3.9.1 if your answer to the last question is "yes" is the effect positive?

Valid	Yes	%	NO	%
GTB	3	8.57	12	34.3
CCI	20	57.14	0	0
Total	23	65.71	12	34.3

Source: Fieldwork, 2015

65.71 said yes
34.3 said No
20% of GTB said yes
80% OF GTB said NO
100% of CCI said yes

Table 4.3.9.1 shows that 20% of GTB respondents agreed that the decision making process in their organization has a positive effect on their competitive edge while 80% of GTB respondents do not agree that the decision making process in their organization, it has a negative effect on their competitive edge. 100% of CCI are of the belief that their company's growth and competitive edge is affected positively by their decision making procedure.

Interpretation: It simply shows that an employee inclusive decision making process has a positive impact of CCI growth and competitive edge.

Table 4.3.9.2 Do you think that there is a linkage between management strategies and productivity/ performance in your organization?

Valid	Yes	%	NO	%
GTB	20	50	0	0
CCI	20	50	0	0
Total	40	100	0	0

Source: Fieldwork, 2015

Table 4.3.92 shows that 100% of the respondents think that there is a linkage between managing strategy and productivity/ performance in your organization

Interpretation: It simply shows that all the respondents think that there is a linkage between managing strategy and productivity/ performance in your organization.

INTERPRETATION OF FINDINGS

From the above, Table 4.3.7 shows that l00% of the respondents asserted that there is a culture of team work in their respective organizations. This implies that diversity management has a significant relationship on organizational performance, Although there is just a handful of research in the direction of the impact of management strategies in achieving organizational goals in Nigeria, this study has been able to reveal that a simple majority of the respondents(100%) holds that workers management decision input in an organization is vital but yet some organizations do not involve their employees in decision which strategy is best tit for competition is some areas. This is exhibited in table 4.3.5 which shows that in GTB the work perception, innovation and contribution of employees is not considered when a strategy is being made while CCI consider the work perception, innovation and contribution of employees considered when a strategy is being adopted.
A closer look Table 4.3.6 shows that 90% of the respondent thinks that their motivation to work will be enhanced if their personal opinion is valued within their organization strategic management decision, l0% said No. The implication of this is that a simple majority of the respondents are of the view that their motivation to work will be enhanced if their personal opinion is valued within their organization strategic management decision yet GTB strategic management policy do not allow employees contribute to the strategies, they only implement even when it is not in the best interest of the organization.

This researcher also inferred from table 4.2.9 that the management team of GTB think the decision making process in their organization has a negative on their competitive edge while the management of CCI are of the belief that their company's growth and competitive edge is affected positively by their decision making procedure. The negative impact of this decision in GTB will affect the organization's productivity because Table 4.3.9.2 shows that all the respondents think that there is a linkage between managing strategy and productivity/performance in your organization. This implies that there is inclusiveness rather than discrimination in organizations has this has contributed positivity in achieving organizational goals and exhibiting organization behavior. Thus when an organization ignores the existence and importance of workforce inclusion in decision making process, conflict may emerge or it can lead to work space tension and a resultant decline in productivity.

4.5 TEST OF HYPOTHESES

H_0: Strategic management does not enhance better decision making process.
H_i: Strategic management enhances better decision making process,
Table 4.3.10

Variable	O	E	O-E	(O-E)2
Yes	23	20	8	64
No	12	20	-8	64
	40			6.4

Degree of freedom= (n-l)2 (2-1) =1
From the table X2 calculated value is 6.4 but X2 tabulate value at df2=

Decision:
Since X2 calculated value is greater than X2 tabulated value. I reject the Ho at 0.05 level of significance, I accept the Hi. Hence, strategic management enhances better decision making.

Decision Rule:
If X2 calculated value is greater than X2 tabulated value, Ho will be rejected and if otherwise, it will be accepted.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

SUMMARY

Business strategy focuses in improving the competitive position of a company or a business unit's product or service within its industry or within the market segment the company serves. Business strategy can be competitive (battling with all the competitors for advantage) or cooperative (combining with one or two competitors to compete with the other competitors. This study is observed that recently there has been a profusion of interest in increasing access to high-quality employees thus the employment of highly staff in many organizations only to make the implement policies and strategies that are predetermined from the headquarters of organizations which might be detached from the realities in different geographical regions. This research work was able to dissect the historical evolution of management practice. From the perusal of available scholarly publications, it was observed that the motivation of employees to efficiently carry out their obligations is hinged on their inclusiveness in the strategies set for them to implement in achieving set organizational goals. From the data analysis, it was inferred that all the respondents agreed that the issue of strategic management to be successful needs to consider the innovativeness and inputs of people assigned to implement such strategies in order to achieve the desired effect of gaining market share and competitive edge. More importantly, the provision of an avenue for lower cadre of employees to feel a sense of belonging in the procedure that leads to a strategic decision will go a long way in motivating them to work but the absence of it does not deter them from working either.

CONCLUSIONS

Evidence from the research literature on strategic management decisions process issues in Nigeria, relevant documents, and the views of key stakeholders and analysis of structured questionnaires suggest there is a presence of employee motivation if more credence is learnt to the opinion of staff members of organizations across the country. The case study organizations i.e. Guaranty Trust Bank and Classic Computer Institute though are in different industry both render services to their clientele. It should be noted that these two firms adopt different methods of management strategy. While GTB receives is operation objectives, goals and competitive strategies from her head office which is located in another geographical location which might be facing a different competitive reality from the branches in other regions. On the other hand Classic Computer Institute located in Ile-Ife, Osun State, Nigeria adopts a different management strategy that responds to the immediate realities of competition in their region of operation. Their management involves employees in the decision making process of the firm in order to make implementation easy and comprehensive to their employees. This gives their staff a sense of belonging and also enhances their motivation to work. Thus this study concludes that for organizations to attain the full potentialities of their by lending a listening ear to their staff to achieve set organizational goals.

RECOMMENDATIONS

In course of this study, the researcher opined that organizations hoping to enhance corporate performance in a dynamic business environment should consider the following recommendations:

i. The concepts and principles of total employee involvement in management decision making process is recommended for holistic study, in addition to contemporary marketing management issues such as relationship marketing, value analysis, business process re-engineering, mega-marketing, remarketing, co-marketing, bench marketing, and permission marketing, among others.

ii. Efforts should be made by organizational managers to understand the relevant factors that affect both clients' behaviors and this can only be understood by employees' interaction with clients. The strategic options to involve more employees in management decision. This will enable them to fully understand the policies and strategies they are implementing and as such will not only enhance their motivation but also the organizations productivity.

iii. Management scholars or researchers should endeavor to study holistically the relevant business functions and activities, which may enhance or hinder the understanding and subsequently applicability of relevant modem management concepts and principles in every organization.

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