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## **Strategic Decision-Making Approaches and Organizational Performance Case of Rugarama Estate Park, Rwanda**

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# Strategic Decision-Making Approaches and Organizational Performance Case of Rugarama Estate Park, Rwanda

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## Abstract

Decision making is a critical role that managers of organizations play and gives a bearing on the long-term survival of the organization. The study aimed to assess the influence of strategic decision making on organizational performance, taking the case of Rugarama Estate Park. Descriptive design was utilized with a population of 153 constituting of staff of Rugarama Estate Park as per the Human Resource records. A sample of 111 was utilized and purposive and simple random sampling approaches adopted in selecting the respondents to participate in study. The data was primary in nature collected using questionnaires. The study adopted theory of planned behavior. IBM SPSS Version 21 was used in analyzing data. The findings involved computing means, percentages, and frequencies, standard deviation and these were presented in tables. Descriptive statistics did reveal a mean of averagely 2 and less than 1 standard deviation in the case of advocacy decision making approach. However, dialogic and decision systems revealed an average mean of 4. Additionally, the corresponding coefficients for advocacy, dialogic and decision support systems were 0.260, 0.670 and 0.710 respectively. The regression coefficients for advocacy, dialogic and decision support systems were 0.092, 0.142 and 0.174 respectively with corresponding p values of 0.048, 0.002 and 0.001. This implied that advocacy decision making is not widely practiced while dialogic and decision support systems are widely practiced at Rugarama Estate Park. Study also concluded there was low positive significant association between advocacy approach and organization performance while dialogic and decision-making support systems had high positive association with organization performance. The null hypotheses were rejected hence a conclusion there was positive significant influence of advocacy, dialogic and decision support systems on organization performance. The study recommended independent and group thinking to be practiced in organization in decision making process, proposals regarding decision changes should be made available to members and every member given time to go through, all Stakeholders to be involved in decision making process to be able to feel part and parcel of the organization activities and lastly organizations to invest in technology systems that aids in speedy and efficient decision making process..

**Keywords:** *Strategic Decision Making, Organizational Performance, Rugarama Estate Park, Rwanda*

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## 1. Introduction

Strategic decision making is a widespread practice in any organization and forms a critical function executed by managers (Duhaime & Baird, 2007). Strategic decision making is a process that must be well understood before it's executed by managers to realize its desired outcome. Strategic decision-making is the process that involves producing an organization's mission and objectives and making decisions about appropriate measures to be adopted to achieve the set goals. (Allison, 2011).

Strategic decisions are mostly made for long-term purposes. These decisions are always characterized by high complexity, riskiness and they are always unstructured and determine the future life of an organization. Due to their complexity and riskiness, these decisions attract many resource requirements and strategic operation environments for them to be successfully executed and be beneficial to the organization (Njeri, 2015). Most organizations often make erroneous decisions either at the top level or lower level of management which affects the operations of the organizations and becomes worse if at all the error was made at the top level. In Rwanda, most organizations decisions both in public and private organizations are problem oriented instead of being goal or objective oriented. This practice puts organizations in a reactive situation not proactive situation which comes with constraining time and resources required to solve the problem putting pressure on strategic operations hence the future of the organization is at stake (Usengumuremyi, Iravo & Namusonge, 2020).

Studies exist across globe on relation between strategic decision and performance. In Pakistan, study conducted by Faqir, Bahadar, Tariq & Malik (2011) on leadership styles adopted in decision making and organizational performance revealed that rational decision-making style positively influence organizational effectiveness whereas autocratic leadership style had negative influence. Additionally, a study carried out in Nigeria by Teryima, Avanenge and Amakwu (2018) reported that programmed decisions and group decisions positively impacted performance of Breweries companies. Regionally a study was conducted in Kenya by Murage and Okello (2016) concerning strategic decision making and performance in construction sector and the results did indicate that dialogic decision making significantly influence performance while advocacy decision making does not.

In Rwanda, few studies exist on strategic decision making and performance. For example, study by Umusengumuremyi looked at the strategic decision-making practices and performance of firms in public sector and reported that objectives and goals, proper control and skilled personnel have significant influence on performance of public institutions. Moreover, most studies have focused on strategic management practices and organizational performance and found significant influence (Uwanyiligira, 2021, Ishimwe, 2021). Studies in Rwanda have not focused on strategic decision making approaches namely advocacy and dialogue and strategic decision support systems and performance in organizations which this study specifically aims to explore.

### 1.1 Objectives of the study

#### 1.1.1 General objective

The study's general objective was to assess the influence of strategic decision-making on organizational performance.

### 1.1.2 Specific Objectives

- (i) To examine the influence of advocacy decision making approach on organization performance
- (ii) To assess the influence of dialogue decision making approach on organizational performance
- (iii) To determine the influence of strategic decision support system on organizational performance.

### 1.1.3 Research Hypotheses

Ho<sub>1</sub>: Advocacy decision making approach does not have significant influence on organizational performance.

Ho<sub>2</sub>: Dialogue decision making approach does not have significant influence on organizational performance.

Ho<sub>3</sub>: Strategic decision support system does not have significant influence on organizational performance.

## 2. Literature review

### 2.1 Empirical Literature Review

A study in Malaysia by Omenazu S. (2022) focused on determining influence of strategic management on decision making and performance of organization. The study adopted descriptive survey design targeting 936 managers of 157 construction firms in Malaysia. The study findings did indicate that decision support systems are critical and significantly influence decision making and performance of construction firms. Also, the study reported that dialogic and advocacy decision-making approaches are critical in achieving organizational performance. The study recommended that advocacy decisions should be evaluated by all stakeholders for feasibility. Additionally, the use of a dialogic decision-making approach was recommended as it reduces resistance from implementers.

In Pakistan, a study was conducted by Rana, Arfan, and Majid (2012) to ascertain how decision-making style impact on organizational performance. The study utilized data from 187 banks in Pakistan. The findings did reveal that independent thinking decision approach highly influences organizational performance positively and that emotional intelligence acts as moderating effect between organizational performance and decision making. The study recommended the need to adopt a more rational thinking approach by managers of organizations in their decision-making approach.

In Jordan, Al Shra'ah (2015) carried out a study regarding decision making styles and organizational learning using survey research design. The study did report that decision making forms a critical tool towards organizational learning. The study found that the various decision-making styles influence organizational learning through accumulation of knowledge from participating in decision making process. Participation in decision making aids in technology improvement and improvement in leadership styles. Decision making act as a tool for equipping leaders as it improves their mentality and leadership prowess. Therefore, decision making styles positively affect organizational learning.

A study was conducted in Mexico by Hector *et al.* (2015) on the role of strategic decision-making speed on organizational performance. The study utilized survey research design targeting 103 technology firms. The findings did reveal that speedy decision making highly and positively influences organizational performance by acting as a mediator between personal,

environmental, and organizational factors and performance. The study recommended the need for modern technology based firms to adopt high seed decision making to fasten their growth and performance.

A survey study was carried out in Nigeria by Emakwu, Faajir and Teryima (2018) to ascertain the impact of managerial decision-making process on performance of organizations. The study was conducted in Nigeria and Guinness Breweries Lagos Plcs. The study finding did reveal that programmed, non-programmed and group decisions indeed influence performance of the brewery's firms in Nigeria. Additionally, judgement shortcuts and errors negatively impact on firms' performance by affecting the quality of decisions made. The study recommended that adequate information access should be the priority for managers before shifting to the decision-making process. Additionally, managers should practice prominent levels of transparency, honesty, and equity among others in their decision-making process to achieve satisfactory performance.

A study was conducted in Kenya by Murage and Okelo (2016) on strategic decision-making practices and how they influence performance of construction firms. Descriptive research design was utilized targeting 312 construction firms in Nakuru County. The study's findings indicated that dialogic decision making has significant influence on firm's performance, but this is contrary to the case of advocacy decision making which had insignificant influence. The study recommended that the single option chosen under advocacy decision making approach used by firms should be highly scrutinized to achieve viability.

In another study by Njeri and Mududa (2015), analysis of how strategic decisions relate to secondary school performance was conducted. The researcher adopted descriptive survey design targeting Nakuru sub county schools. The study findings revealed that schools employ moderate decision-making processes and that technologies are moderately applied in decision-making. However, the findings did indicate the positive influence of strategic decisions on organizations' performance. The study recommended that schools adopt strategic decisions to escalate performance.

A study was conducted in Rwanda by Usengumuremyi, Iravo and Namusonge (2020) on decision making practices and corporate governance in the public sector. Exploratory research design was adopted with a target of 10 public institutions. The study findings did indicate a positive influence of strategic decisions on corporate governance performance. The various decision-making practices of interest in the study included producing objectives and goals, skilled personnel, and proper control. All these were found to be significant. The study recommended further research to be done on other decision-making strategies such as leadership, among others. Other researchers have looked at strategic planning effects on organizational performance and found significant effects. (Machira & Kihumulo, 2014)

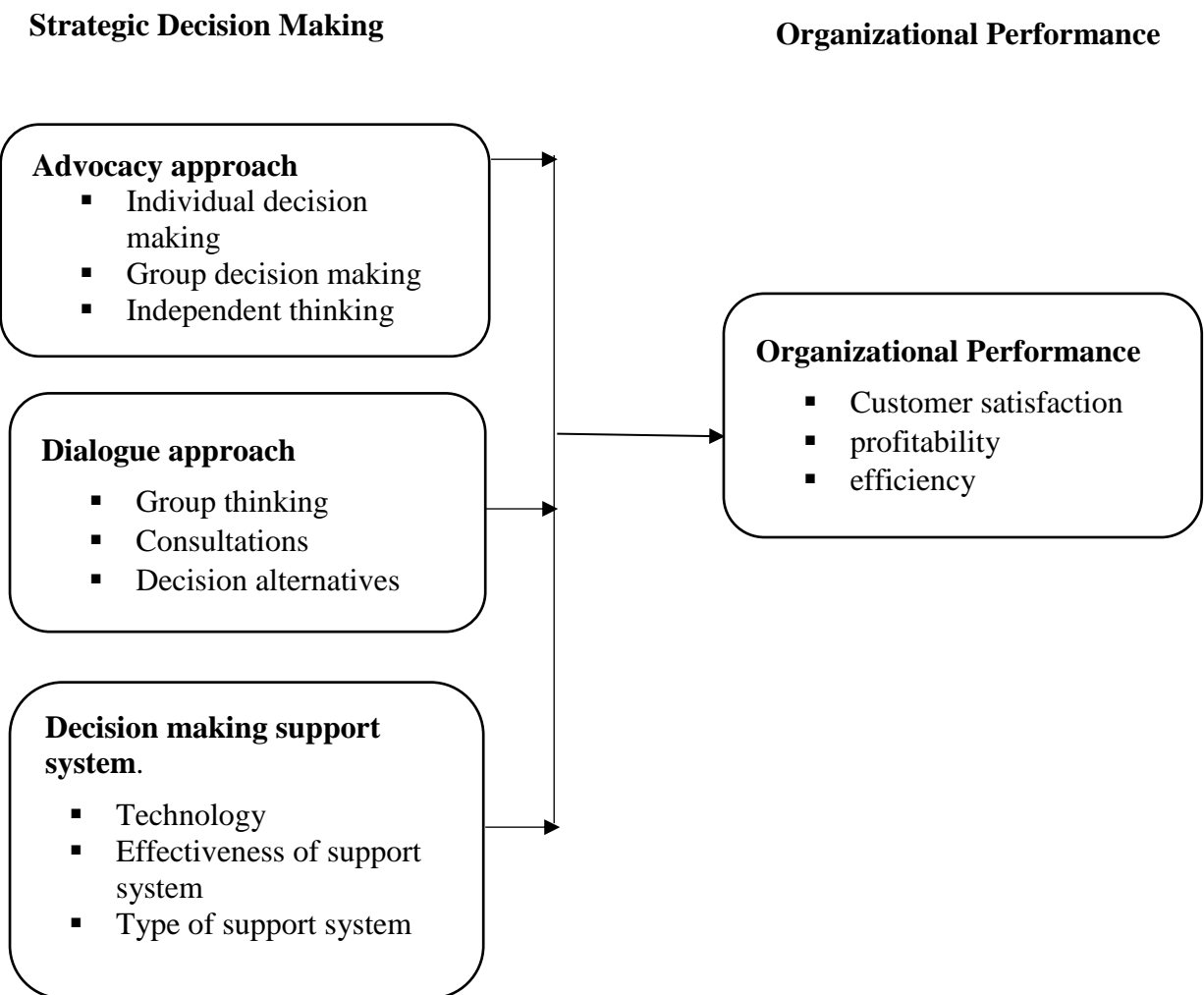
## 2.2 Research Gap

Several empirical studies exist on strategic decision making and its influence on organizational performance in private and public institutions and some in a specific sector such as construction and manufacturing (Omenazu 2022, Emakwu, Faajir & Teryima 2018). Regardless of the decision-making approach, process, strategy, or practice adopted, there is wide consensus that decision making is critical to organizational performance and positively influences performance of organizations (Usengumuremyi, 2020). Most researchers agree that decision-making processes are key to organizational performance (Al Shraa, 2015, Njeri & Mududa, 2018).

Studies that exist on decision making have focused on decision making processes and practices (Njeri and Mududa, 2018, Emakwu, Faajir and Teryima, 2018, Machira and Kihumulo, 2014) with little focus on decision making approaches dialogic and advocacy. Additionally, studies done on decision making approaches exist in other countries (Murage and Okelo, 2016) with non-existing in Rwandan case. Most studies done in Rwanda has focused on decision making process and practices (Usengumuremyi, 2020). Therefore, this study sought to fill these gaps by focusing on influence of decision-making approaches and support systems on organizational performance in Rwanda.

### 2.3 Conceptual Framework

The conceptual framework consists of variables, such as dependent and independent variable and intervening variables to have a cause-effect relationship. The essence of conceptual framework is to establish the cause-and-effect relationship of independent and dependent variables (Jensen & Toates, 2013)



Source: Researcher, 2022

Figure 1: Conceptual Framework

From figure 1, profitability, customer satisfaction and efficiency are the indicators of performance. The independent variable is decision making approaches and support systems

which includes dialogic, advocacy and decision-making support systems. These decision-making approaches can influence organizational performance in terms of improved profitability, customer satisfaction and efficiency in executing activities.

### 3. Materials and Methods

In the context of the current study, descriptive research design was adopted in this study. Descriptive research aims to give more insight into a given phenomenon. The target population are 153 staff members in total comprising of managers and subordinate staff. The researcher aims to utilize all the staff members to get information hence forming the study population. In determining sample size, researcher utilized formula by Yamane (1967) to give 111 respondents. The stratified and simple random techniques were adopted in the current study. This study utilized questionnaires to collect primary data. The questionnaires were distributed to respondents to fill in addition to support being offered in case of any difficulty from the respondent in answering questions.

Data analysis encompasses entering data in software and computing and presenting findings. Data used focused on decision making approaches and organizational performance. Decision making approaches included dialogue and advocacy approaches in addition to decision making support systems. Cleaning and coding of data was done by researcher thereafter entered in IBM SPSS software version 21. Findings entailed both descriptive statistics and inferential statistics. This involved computing means and frequencies and conducting regression and correlation analysis. Multivariate model used to link decision making approaches and organization performance was as  $Y = a_0 + b_1X_1 + b_2X_2 + b_3X_3 + \infty$ , where Y is organization performance,  $X_1$ ,  $X_2$  and  $X_3$  are advocacy approach, dialogue approach and decision support systems in order,  $a_0$ ,  $b_i$  are constant and coefficients for variables while  $\infty$  is error term.

The introduction letter was sought from MKUR and was shared with managers of Rugarama Estate Park. This served to get managers permission to source data from the targeted group of respondents. The respondents were briefed on the need for them to participate in this research and what the research is all about so that they can gain confidence and provide information without fear or deceit. The respondents got assurance that information provided shall not be shared with any other person. The researcher assured the managers not to disclose the financial information of Rugarama Estate Park to the third party. All the work of the previous researchers utilized in this study was recognized through appropriate citation and referencing. No other person's work was included in this research without recognition. Lastly, this study's findings were presented in the MKU (Mount Kenya University) format following the rules and regulation regarding academic research presentation set out by the university.

### 4. Research Findings and discussion

#### 4.1 The influence of advocacy decision making approach on organization performance.

The researcher sought respondent's opinion on various practices about advocacy decision making approach. According to the findings, 20% of respondents agreed that decisions are made by individuals while 76% did not agree. Secondly, 10% agreed that decisions are made by a selected group while 85% did not agree. Thirdly, 15% did agree that there is an independent decision-making team in the organization and the team leader criticizes every decision put across for its improvement while 70% were of the view that there is no independent decision-making team in the organization. Additionally, 60% agreed that there is independent thinking in decision making process in the organization while 40% did opine that there is no independent thinking in the decision-making process. Lastly 64% of stakeholders agreed that decisions are made with the consent of all stakeholders whereas 36% did not agree. The mean values were all averaging 2 in the case of decisions being made by individuals, decisions being

made by selected group, existence of an independent decision-making team in the organization and lastly the decision team leader criticizes every decision made for improvement an indication that the respondents disagreed with the practices with small deviation of less than 1 in the respondents' opinions.

However, in the case of independent thinking in decision making process and stakeholders consent in decision making the mean averaged 3.8 and 3.87 respectively with standard deviation of less than 1 an indication of agreement that there is independent thinking in decision making and decisions are made with the consent of all stakeholders. These findings widely indicate that advocacy decision making is not commonly practiced at Rugarama Estate Park as respondents did disagree with most of the practices of advocacy decision making approach.

These findings indeed clearly indicate that advocacy decision making is not embraced widely by organizations. Advocacy decisions making approach has a number flaws that makes organizations not comfortable to practice it among which include conflict may arise among stakeholders since the decisions are made b single individual and some may not be contented with it, it encourages egoism within the organization by certain group or single individual who makes sole decisions, its rigid and does not have room for criticism and improvement which may lead to wrong decisions made (Ehrgott, 2011). However, Arfat and Masjid (2012) in Pakistan did indicate that advocacy decision making through independent thinking is widely practiced and positively influence performance. Independent thinking indeed allows an individual to conduct critical analysis of a decision and produce a well thought and sound decision unlike in group decisions where someone's decisions may be compromised with so many objections and there is possibility of laxity in delay in group thinking as far as producing decision is concerned.

**Table 1: Advocacy decision making approach at Rugarama Estate Park**

<b>Advocacy decision making Approach</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>	<b>M</b>	<b>Std Dev</b>
Organization decisions are made by individuals	0%	20%	4%	56%	20%	2.3	0.85
Organization decisions are made by a selected group	0%	10%	5%	20%	65%	1.8	0.12
There is an independent decision-making team in the organization	0%	15%	15%	50%	20%	2.4	0.56
There is independent thinking in decision making process	20%	40%	10%	32%	8%	3.8	0.25
The decision-making team leader criticizes every decision put across for its improvement	0%	15%	15%	50%	20%	2.4	0.56
Decisions are made with the consent of all stakeholders	4%	60%		24%	12%	3.87	0.36

**Source: Primary data, 2023**

The relationship between advocacy decisions making was conducted using Pearson correlation coefficient. The results indicated that the Pearson correlation coefficient between advocacy decision making, and organization performance was 0. 260 with a significance value of 0.03 which implied a weak positive significant correlation between the two variables (Table 1). The more the organizations practice advocacy decision making, the more their performance increases. Single option decisions sometimes lack clarity and if implemented can bring bias



and poor results in decisions made (Murage & Okello, 2016). Though important in faster decision making, advocacy decisions must be scrutinized before being implemented otherwise it can lead to gross mistakes and conflicts in decision making process. Additionally on the positive side, advocacy decisions are also important as they avoid group thinking which is subject to delays and can also cause inactive participation of some group members in decision making, laxity and lack of critical thinking which leads to poor decision making and time wastage (Corey, 2011).

**Table 2: Relationship between advocacy decision making and organizational performance**

		Organization performance
<b>Advocacy Approach</b>	Pearson Correlation	<b>.260</b>
	Sig. (two tailed)	.003
	N	110

**Source: primary data, 2023**

The study conducted regression analysis to determine influence of advocacy decision making approaches on organizational performance which aided in deciding on the null hypothesis either to reject or accept. The findings did indicate that beta coefficient was 0.092 which was equivalent to 9.2% with a p value of 0.048 (table 2). A 1% increase in advocacy approach leads to a 9.2% increase in organizational performance keeping other factors constant. The null hypothesis of no significant influence of advocacy decision making on organizational performance was rejected since the p value of 0.048 is less than 0.05. Therefore, there is a positive significant influence of advocacy decision making approach on organization performance.

These results are in agreement with those of Omenazu S. (2022) in Malaysia who stressed that advocacy decision making practices are critical for organization performance. Additionally, Arfan and Majid (2012) in Pakistan banking sector also found the same results and opined that independent thinking highly and positively influences performance. Therefore, it's needful that organizations practice advocacy decision approach practices to some extent for performance improvement. However, the results of this study went against those of Murange and Okello (2016) who found an insignificant positive influence of advocacy decision making on performance.

**Table 3: Model Coefficients for advocacy approach**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
Constant	.302	.242		1.248	.001
Advocacy approach	.092	.089	.081	1.034	.048

**Dependent variable: organization performance**

**Source: primary data, 2023**

#### **4.2 The influence of dialogic decision-making approach on organization performance.**

This was the second objective and the researcher achieved this through gathering respondents' opinion on the various practices regarding dialogic decision-making approach. The descriptive findings did indicate that 80% of respondents agreed that proposals are made for major decision

and every decision maker goes through while 20% declined. Secondly, 85% agreed that decisions are made through wider consultations within the organization while only 5% declined. Thirdly, 40% agreed that there is always an alternative for every decision made whereas 45% did not agree. As pertains to group thinking in the organization, 70% agreed that it is encouraged while 20% did not agree. Additionally, 58% did agree that decisions made usually reflect the opinions of all concerned parties whereas 42% did not agree. Lastly, 52% did opine that decisions of managers usually supersede those of other employees whereas 36% were of the contrary.

The mean values were approximately 4 in all cases except for the case of there is always an alternative for every decision made which reported a mean of 3.45 and less than 1 standard deviation indicating more respondents with a view that there is not always an alternative for every decision made (Table4). These findings are an indication that dialogue decision making approach is widely practiced at Rugarama Estate Park.

Dialogue decision-making allows room for criticism unlike advocacy, hence better in making sound decisions within organizations. Decision making is a critical exercise in any organization hence it is well thought of and bears transparency and sound enough to yield better results when implemented. Poor decisions lead to great mistakes in the organization which plunges the organizations into losses among other problems. Therefore, through dialogue decision making, the decisions are discussed widely by stakeholders, and this improves its soundness. Therefore, organizations in the current world of competition widely practice dialogic decision-making approach (Murage & Okello, 2016). Studies in in Nigeria brewery firms indeed did confirm that most firms adopt the dialogic decision making through group thinking and decision making as this improve the quality of decisions made, and avoids conflicts (Emakwu, 2018). However, it is important to report that the major challenge within this decision-making approach is slow decision making as the decision takes a long time since it is discussed by many people.

**Table 4: Dialogue decision making approach at Rugarama Estate Park**

Dialogic Decision-making approach	SA	A	N	D	SD	M	Std Dev
Proposals are made for a major decision and every decision maker goes through	20%	60%		20%		4.1	0.11
Decisions are made through wider consultations within the organization	30%	55%	10%	5%		4.32	0.15
There is always an alternative for every decision made	10%	30%	15%	45%		3.45	0.32
Group thinking is encouraged in decision making	8%	62%	10%	20%		4.04	0.21
Decisions made usually reflect the opinions of all concerned parties	6%	52%		37%	5%	3.74	0.28
Decisions of managers usually supersede those of other employees	0%	52%	12%	36%		3.61	0.36

**Source: Primary Data, 2023**

Correlation findings did report that the Pearson correlation coefficient between dialogic decision-making approach and organization performance was 0.670 with a significance value of 0.00(table 5). This implies a positive significant association between the two variables. The more the organization applies a dialogic approach to decision making, the higher the performance. Dialogic decision making improves the quality of the decisions made, reduces

conflicts among the stakeholders, and encourages participation of members which is a form of motivation which leads to better performance of organization. As Emakwu (2018) opine, group decisions are effective in achieving better performance as it encourages teamwork, a feeling of involvement in decision making by various group members and convinces even allows room to convince those whose decisions have not gone through hence achieving better performance of the firm.

**Table 5: Relationship between dialogic decision making and organizational performance**

	Organization performance	
<b>dialogic Approach</b>	Pearson Correlation	<b>.670</b>
	Sig. (two tailed)	.000
	N	110

**Source: primary data, 2023**

Regression analysis did report that the beta coefficient of dialogic decision making was 0.142 equivalent to 14.2% and p value of 0.002(table 4.11). 1% increase in dialogic decision-making practices leads to 14.2% increase in organization performance. Additionally, the null hypothesis of no significance influence of dialogic decision making on organizational performance was rejected since the p value was less than 0.05. Therefore, dialogic decision making had a positive considerable influence on organization performance.

These results indeed are in agreement with those of Omenazu (2022) in Malaysia who also found a positive effect of dialogic decision making on organization performance. Additionally, the study is in concurrence with the findings of Emakwu, Faajir and Teryima (2018) who found group decision making to positively impact on performance of brewery firms in Nigeria. Murage and Okello (2016) also did indicate that dialogic decision making improves the quality of decisions and positively influences organization performance. Dialogue improves cooperation and understanding among members and encourages participation, making stakeholders work together towards better organization performance.

**Table 6: Model Coefficients for dialogue approach**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
Constant	.302	.242		1.248	.001
Dialogue Approach	.142	.068	.126	2.088	.002

Dependent variable: organization performance

### 4.3 The influence of decision support systems on organization performance

The third objective involved determining the influence of decision support systems on an organization's performance. The researcher sought respondents' opinion regarding practice of decision support systems at Rugarama Estate Park (table 7). The findings did indicate that all respondents agreed that technological decision support systems are in place in the organization, 75% of the respondents did also agree that organization uses decision support software in decision making while 25% did not agree. Additionally, all respondents agreed that the decision support software are effective in decision making and 95% opined that there are competent personnel to handle decision support systems while 5% did not agree. Lastly, all respondents did agree that decision support systems in place are efficient in decision making process. The

mean values were approximately 4 with less than 1 standard deviations which implies that respondents did agree that decision support systems are in place and effectively utilized in decision making at Rugarama Estate Park.

Decision support systems are critical components in an organization that aids in the process pf decision making. Effective communication systems within an organization enable smooth flow of information which aids in faster decision making. Technological devices that support decision making is very crucial and organizations that continuously improves technology in their operations stands a higher chance of producing better and timely decisions that enhances organization performance (Hector, 2015). The study did find that technology firms indeed use technology devices in their decision-making process to a wide extent in Mexico. Technology has become a thing of the norm and every organization strives to invest in technology in all operations to speed up efficiency improvement in their operations. Decision making process is one of the crucial activities of any organization and investment in technology towards it is of importance as it enhances timely decision making and accuracy.

**Table 7: Decision support systems at Rugarama Estate Park**

Decision support systems	SA	A	N	D	Mean	SD
Technological decision support systems are in place in the organization	20%	80%			4.56	0.12
Organization utilizes decision support software in decision making		75%		25%	3.89	0.16
The decision support software is effective in decision making process	30%	70%			4.62	0.04
There is competent personnel to handle decision support systems	30%	65%		5%	4.12	0.23
Decision support systems in place are efficient in decision making process	20%	80%			4.56	0.12

**Source: Primary data, 2023**

Correlation analysis did report that Pearson correlation coefficient for decision support systems was 0.710 with significance value of 0.000 (table 7). This implies there was high positive link between decision support systems and organization performance. When an organization improves its decision support systems, performance also improves. These support systems lead to speedy and timely decision making and accuracy of decision implementation which leads to greater performance. Njeri and Mududa (2015) in Kenya did opine that there was greater association between technological support and performance and that technological application in decision making improves performance in schools hence recommended schools to adopt technology in their decision-making processes.

**Table 8: Relationship between decision support systems and organizational performance**

		Organization performance
Decision support systems	Pearson Correlation	<b>.710</b>
	Sig. (two tailed)	.000
	N	110

**Source: primary data, 2023**

Regression analysis (table 4.8) did indicate that beta coefficient for decision support systems was 0.174 with p value of 0.001. 1% increase in decision support systems leads to 17.4% increase in organizational performance. Additionally, the null hypothesis of no significant

influence of decision support systems on organizational performance was rejected since the p value was less than 0.05 (0.001<0.05).

These results show the integral positive role that having decision support systems, particularly technological applications to decision making, plays on organizational performance. These findings agree with those of Njeri and Mududa (2015) in Kenya, Nakuru Sub County who found that technological applications in decision making positively contributes to school's performance. Additionally, the findings agree with those of Montiel, Aguilar and Francisc (2015) who opined that technology application in decision making speeds up the decision-making process hence decisions can be made faster. It's therefore important that organizations need decision support systems in place to make sound and timely decisions, which leads to better performance.

**Table 9: Model Coefficients for decision support systems**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
Constant	.302	.242		1.248	.001
Decision support systems	.174	.043	.153	4.047	.001

Dependent variable: organization performance

From table 10, R squared value was found as 0.692 equivalent to 69.2%. R squared measures percentage of variations in dependent variable explained by independent variable. Therefore, it implies that 55.5% of variations in organizational performance are explained by advocacy, dialogue approaches and decision support systems and remaining 44.5% are determined by other factors influencing organization performance but not part of this study.

**Table 10: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error
1	.745	.555	.514	.31560

Source: Primary data, 2023

The ANOVA (Analysis of Variance) (table 11) shows the F statistics and the significance value. The table indicates that F statistics is 166.696 and significance value of 0.000. Significance value of less than 0.05 is an indication that the regression model used in this study was fit in explaining approaches of strategic decision making on organization performance. Additionally, calculated F value is extremely high supporting the model fit is appropriate for this study.

**Table 11: ANOVA**

Model	Sum of Squares	Df	Mean Squares	F	Sig.
Regression	57.511	3	19.170	166.696	.000
Residual	11.056	96	0.115		
Total	68.567	99			

Dependent variable: Organization Performance

## 5.1 Conclusion

In conclusion, this study was to determine the influence of strategic decision-making approaches on organization performance. The main decision approaches of focus were advocacy, dialogic and use of decision support systems in the process of decision making. The findings concluded that advocacy did have a positive, considerable influence on organization performance. The more the organization practices advocacy approach, the more the performance improves. Advocacy decision making allows for independent thinking and an independent competent team is given mandate to make decisions in organization. Independent thinking enables us to produce well-thought decisions and an independent team's existence avoids wide consultations, saving time, hence speedy decision-making.

Secondly, the study concludes that there is a positive significant influence of dialogue decision making on organization performance. The more the organization practices dialogue approach to decision making, the more the performance increases. Dialogue decision making approach allows room for discussion and criticism of decisions by various stakeholders before they are implemented. This ensures that the organization produces a sound decision that everyone is comfortable and confident with hence a high possibility of achieving better results. Dialogue decision making also enhances involvement and participation of stakeholders creating a sense of motivation and hard work towards achievement of better performance.

Lastly the study concludes that there is a high positive association and significant influence of decision support systems on organization performance. Organizations with better decision-making support systems in place stand a higher chance of better performance. Decision making support systems enhance speedy and efficient decision-making process hence improving organizational performance.

## 5.2 Recommendations

The researcher would like to highlight the following recommendations basing on the findings of the study: First the study recommends that organizations should practice advocacy decision making approach but not widely. More particularly, organizations should allow for individual independent thinking so that one is able to come up with well thought idea which can be useful to an organization. Additionally, group thinking should also be encouraged though individual views should be given priority. Secondly, dialogue decision making should be widely practiced in decision making process. Organizations should allow proposals to be discussed by members and give room for consultations. Group thinking to be encouraged so that every individual's idea can be improved within the group. All Stakeholders needs to be engaged in the process of decision making to be able to feel part and parcel of the organization activities. This improves cooperation among the various stakeholders, they become conversant with the on goings in the organization and hence work together towards achievement of organization goals. Lastly organizations should invest in technology systems that aids in decision making. They should have appropriate software that is able to store critical information that can be utilized as a basis for making a given decision. These systems also aid in speedy decision making and improves efficiency.

## 5.3 Acknowledgement

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