

# Decision Making as A Tool for Organisational Development (A Case Study of Borno State High Court of Justice Maiduguri)

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## Abstract

Decision making is central activities that avail human with extraordinary skill and cognitive capacity they constantly utilize and which helps both to interact with the surrounding environment and to interpret the situation. The study is to examine the process available in the Borno state high court of justice, with a view to improve decision making process. A sample of 50 respondents was selected randomly for this study. The questionnaires were administered to gather information from the primary source while text books, journals and other related literature works were reviewed. The information collected were analysed using tables and percentage method and data collected also tested using chi-square  $X^2$  method as a statistical tools to determine the valuation of the hypothesis formulated. The findings concluded that the effective decision-making can improve the performance of the organisation. Decision taken if properly implemented will improve the organisation. And most of the time decisions are taken by top management and through appropriate ways so that positive result will be produced. It further recommended that the organisational development will be improved. Finally the decisions taken need to be implemented and the leaders in the organisation are advice to evaluate the rules and organisational activities regularly to avoid biasness. To this end decision making is playing a very vital role in the organisational development.

**Keywords:** Decision, Decision-Making, Organisationa Development

## INTRODUCTION

Decision making is a central activity that avail humans with extraordinary skills and cognitive capacity they constantly utilize and which helps both to interact with the surrounding environment and to interpret situation.

Decision-Making is one of the major functions of management. It is very important and difficult task of management. Decision making is a key activity at all level of management and for all aspect of management. Management most make decision concerning organising, directing, controlling as well as coordinating.

Decision making can be defined as making choice between future uncertain alternatives. Decision making is concerned with the future and involves the act of selecting one course of action from various course of action.

### Objectives of the research-

- i. To ascertain whether decision making in Borno state High court of Justice are made through appropriate ways.
- ii. To examine how decision making helps in the effective development and management of the organisation.
- iii. To identify the problems that impede effective development and management of the organization
- iv. To make recommendations on the problems encountered in the organization.

### Research questions

- i. Are decision making in Borno State High court of Justice are made through appropriate ways?
- ii. How decision making helps in the effective development and management of high court?
- iii. What are the problems that impede the effective development and management of High court?

### Research Hypotheses

H1 the more there is effective decision making the greater the organization perform.

H2 there is effective decision making in the organizational performance.

The research work also was limited to the Borno State High court of Justice, Maiduguri Judicial Division due to insurgency and cost of transportation to travel to other part of the state and the Nigeria at large.

Decision making is essential in each level of management in the high court.

Thus, decision making functions are performed at all levels of management according to needs. This is necessary to bring about uniformity and smoothness in the organisational performance.

## LITERATURE REVIEW

Robert C. (1974) defined decision making as a choice whereby the represent a course of behaviour about what must or what must not be done. It is the points at which planned policies and objectives are translated into concrete actions. The purpose of decision making is to direct human behaviour toward future goals. If there were no alternative there would be no need for a decision.

A. G. Bendian (1983) on his own part defined decision making as the act of choosing between two or more alternatives. According to him it involves identifying alternatives and selecting the one judged best. This identification and selection can occur under condition that very dramatically.

T. O. Fred Luthans (1985) defined decision making as a process designed to isolate an appropriate

alternative action. Although it's agreed to be important to note that it is independent since it is not made in a vacuum and more so certain factors must come into play before a choice is finally made. Decision is made for an intended purpose and experience a plan, policies or performance.

Ediwon B. Flippo (1982) defined decision making as the process by which the manager determines the process or transformation activities of a social system.

Stephen P. Robbins (2010) also sees decision making as the selection of a preferred course of action from two or more alternatives.

Henri Fayol (1949) puts forward a classic analysis of the management task, based on his long practical experience of doing the job and the personal insights he gained. He said: To manage is to forecast and plan, to organize, to command, to co-ordinate, and to control.

Frederick W. Taylor (1947) says Scientific Management will mean, for the employers and the workmen who adopt it, the elimination of almost all causes for dispute and disagreement between them.

Peter F. Drucker (1954) in his own observation he said the needs of large-scale organization have to be satisfied by common people achieving uncommon performance.

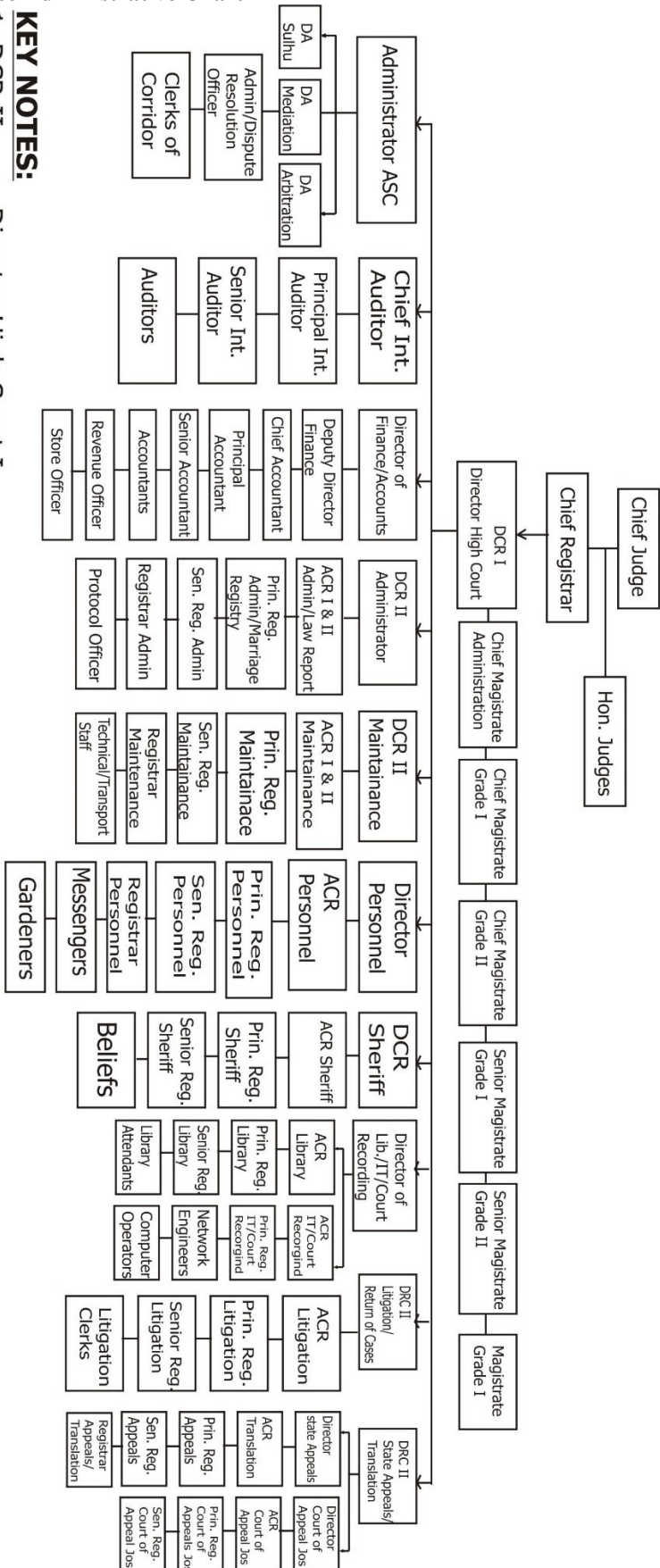
Herbert A. Simon (1977) defined it as the task of administration is so to design this environment that the individual will approach as close as practicable to rationality (judged in terms of the organization's goals) in his decisions.

James G. March (1994) reviewed that an organization is a collection of choices looking for problems, issues and feelings looking for decision situations in which they might be aired, solutions looking for issues to which they might be the answers, and decision-makers looking for work.

However the authors of the above defined terms have looked for the ingredients of better decision making in management.

Henri Fayol (1949) puts forward a classic analysis of the management task, based on his long practical experience of doing the job and the personal insights he gained. Frederick W. Taylor (1947) His extremely powerful ideas made him a controversial figure in his own day and have remained a subject for much argument. Peter Drucker (1954) has presented a very influential analysis of the tasks which modern managements have to undertake in order to be effective. For Herbert Simon (1977) and his colleagues at Carnegie-Mellon University, management is based on rational decision-making. His former colleague, James March (1994) develops this approach to consider in addition the non-rationality of decision processes.

## Borno State High Court of Justice Maiduwuri Borno State Administrative chart



- KEY NOTES:**
- 1. DCR II - Director High Court I
  - 2. DCR II - Director High Court II
  - 3. ACR - Assistant Chief Registrar
  - 4. Prin. Reg. - Principal registrar
  - 5. Sen. Reg. - Senior Registrar
  - 6. D. A. - Director Administration
  - 7. Chief Int. - Chief Internal Auditor
  - 8. ACR - Appeal Court Registry
  - 9. IT - information Technology

Source: Borno State High Court of Justice Gazette 2012

The level of decision making in Borno state High court of Justice depend on how authorities are

structured. This can be more explicit by studying the structure of the high court.

High court of justice is a regulatory body of promoting peace and order in the state. All matters concerned justice either civil of criminal matters, and interpretation of law and order in the state. The chief judge and other high court judges as well as magistrate and chief registrar and other directors and all other sectional head and their subordinate are decision maker at their various level in the organisation.

In conclusion, decision making is the key factor for organisational development in which the high court of justice is derived to function and carried out it daily and regular activities.

## RESEARCH METHODOLOGY

The study area is high court of justice which is located in the heart of Maiduguri, the state capital. High court of justice was established in 1962 during former North-Eastern region comprises of Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe State of nowadays. Hon. Justice Kashim Zanna is the Chief Judge currently.

Maiduguri is lies between coordinate 11°50' N, 13°09'E and 11.833°N/13.150°E

According to Koppen-Geiger Climate Classification system classifies its climate as hot semi-arid. The highest record tempreature was 47°C (117°F) on 28 May 1983, while the lowest record rempreture was 5°C (41°F) on 26 Secember 1976.

Maiduguri is estimated to have a population of 1,197,497 as of 2007. Its residents are mostly Muslim including Kanuri, Shuwa, Babur-Bura, Marghi, Hausa and Fulani ethics group. There is also a considerable Christian population.

Maiduguri is the principal trading hub for North eastern Nigeria. Its economy is largely based on services and trade with a small share of Manufacturing. The city lies at the end of railway line connecting Port Harcourt, Enugu, Kafanchan, Kuru, Bauchi and finally Maiduguri.

Population refers to the entire number of the members of element in which the researcher is interested. In other words, the word population implies a set of all possible cases of interest in a given research work. (Adefila, 2008).

The target population for the study is restricted to the staff of Borno state High Court of justice only. The population size is made up of fifty (50) officers among the staff in the various section of the organisation with different grade and educational levels.

Sometimes, it is not possible to court the whole population, due to this fact simple random sampling has been selected for the purpose of this study.

The study drew a sample of fifty (50) staff of the Borno State High court of Justice. The sample size comprises of top level, middle level and low level staff.

For the purpose of this research, the researcher used two major sources of data collection , primary and secondary data

Researchers adopted questionnaire, observation and interview for collecting the data

The researcher designed fifty (50) questions based on the research questions and the respondents were asked to stick against "YES" or "NO" and filled spaces based on their opinion.

The data collected from the field will be analysed in tabular form and simple percentage analysis will be employed as a tools of the statistical analysis

The criteria for decision are observed on the fact that when the computed value is greater than the critical value, the null hypothesis is rejected while the alternative hypothesis is accepted.

The chi square ( $X^2$ ) is given as  $X^2 = \frac{n(O - E)^2}{E}$

Where O = frequency

E = expected frequency.

## Analysis of Data

**Table 1 – Age**

VARIABLES	FREQUENCY	PERCENTAGE %
20 – 29	5	10%
30 – 39	22	44%
40 – 49	20	40%
50 AND ABOVE	3	6%
TOTAL	50	100%

Sources: field survey, 2016

In the table 1 the result shows that 5 respondents that are representing 10% are within the age of 20 – 29, 22 respondents that are representing 44% are within the age of 30 – 39 and 20 respondents representing 40% are within the age of 40 – 49 while only 3 respondents representing 6% are above 50 years of age.

**Table 2 – Sex**

VARIABLES	FREQUENCY	PERCENTAGE %
Male	32	64%
Female	18	36%
Total	50	100%

Source: field survey 2016

From the table 2 the result shows that 32 respondents that are making 64% are male while 18 respondents which represent 36% are female.

**Table 3 – Year of Service**

VARIABLES	FREQUENCY	PERCENTAGE %
1 – 9	23	46%
10 – 19	16	32%
20 – 29	8	16%
30 and Above	3	6%
Total	50	100%

Sources: field survey 2016

The result From the table 3 shows that 23 respondents, representing 46% have served the organisation between 1 – 9 years, 16 respondents, representing 32% served for 10 – 19 years, 8 respondents that represent 16% served between 20 and 29 years and only 3 respondents that are making 6% served the organisation for over 30 years.

**Table 4 – Unit of Work**

VARIABLES	FREQUENCY	PERCENTAGE %
High court	36	72%
Area court	14	28%
Total	50	100%

Source: field survey 2016

Table 4 shows that 36 respondents which represents 72% are working with high court unit and 14 respondents, representing 28% are working with area court unit.

**Table 5 – Grade Level**

VARIABLES	FREQUENCY	PERCENTAGE %
3 – 6	26	52%
7 – 10	9	18%
12 and above	15	30%
Total	50	100%

Source: field survey 2016

The result from table 5 shows that 26 respondents representing 52% are within level 3 – 6, 9 respondents representing 18% are within level 7 – 10 and 15 respondents that form 30% are between levels 12 and above.

**Table 6 – Educational Qualification**

VARIABLES	FREQUENCY	PERCENTAGE %
ND	26	52%
NCE	7	14%
HND	6	12%
B.SC	11	22%
TOTAL	50	100%

Source: field survey 2016

Data from table 6 shows that 26 respondents representing 52% have studies ND (National Diploma), 7 respondents representing 14% have studied NCE (National certificate of Education) while 6 respondents which representing 12% are HND (Higher National Diploma) holder and 11 respondents form 22% are B.Sc. holder respectively.

**Table – 7 Marital Status**

VARIABLES	FREQUENCY	PERCENTAGE %
Married	26	52
Single	24	48
Total	50	100

Source: field survey 2016

From the table 7 the result shows that 26 respondents representing 52% are married while 24

respondents that representing 48% are single.

**Table 8 – Effectiveness of Decision Making in the Organization**

VARIABLES	FREQUENCY	PERCENTAGE %
True	42	84
False	8	16
Total	50	100

Source: field survey 2016

In the table 8 the result shows that 42 respondents, representing 84% said if there is effective decision making in the organization, the organisation can perform better while 8 respondents that is making 16% are against the view and said no.

**Table 9 – Performance of Decision Making in the Organisation**

VARIABLES	FREQUENCY	PERCENTAGE %
True	35	70
False	15	30
Total	50	100

Source: field survey 2016

The table 9 shows that 35 respondents representing 70% said yes the performance of decision making in the organisation is good while 15 respondents that form 30% said the performance of decision making in the organisation is poor.

**Table 10 – Decision Making Process in the Organisation**

VARIABLES	FREQUENCY	PERCENTAGE %
Yes	44	88
No	6	12
Total	50	100

Source: field survey 2016

From the table 10 the outcome shows that 44 respondents which form 88% said there is effective decision making process in the organisation while 6 respondents that form 12% said there is no accurate decision making process in the organisation.

**Table 11 – Level of Appropriateness of Decision Making in the High Court**

VARIABLES	FREQUENCY	PERCENTAGE %
Good	36	72
Bad	4	8
Undecided	10	20
Total	50	100

Sources: field survey 2016

The research in table 11 shows that 36 respondents that form 72% said the appropriateness of decision making is good and 4 respondents which also form 8% said there is no appropriate decision making in high court while 10 respondents that represents 20% said they are undecided

**Table 12 – Enhancement of Decision Making to the Development of the High Court**

VARIABLES	FREQUENCY	PERCENTAGE %
Yes	45	90
No	5	10
Total	50	100

Source: field survey 2016

From the table 12 the outcome shows that 45 respondents, representing 90% said the decision making process enhancing the development of high court while 5 respondents that form 10% said they no, it did not enhanced any development to the high court.

**Table 13 – Those Involves in Strategic Decision in High Court**

VARIABLES	FREQUENCY	PERCENTAGE %
Top level management	30	60
All staff	20	40
Total	50	100

Source: field survey 2016

From the above table 13 the result shows that 30 respondents which form 60% said strategic decision are taken by the top management at most of the times while 20 respondents that representing 40% said it involves all the staff while taking a decision.



**Table 14 – Position of Choice of Alternative that is Favourable to Employee**

VARIABLES	FREQUENCY	PERCENTAGE %
Yes	34	68
No	16	32
Total	50	100

Source: field survey 2016

In the table 14 the result shows that 34 respondents representing 68% said alternative choice of the decision taken is yielding a positive result while 16 respondents which forms 32% said it does not yield any positive result.

**Table 15 – Problems of Implementation of Strategic Decision in the Organisation**

VARIABLES	FREQUENCY	PERCENTAGE %
Yes	18	36
No	32	64
Total	50	100

Source: field survey 2016

From the table 15 the outcome of the result shows that 32 respondents that forms 64% said there is no problems of implementation of strategic decision taken while 18 respondents that are representing 36% said there is problems of implementing the strategic decision taken by the organisation.

**Table 16 – Time Taking in Choosing Best Alternative that is Favourable to the Employee**

VARIABLES	FREQUENCY	PERCENTAGE %
1 – 3 months	17	34
4 – 6 months	22	44
7 months and above	11	22
Total	50	100

Source: field survey 2016

The table 16 shows that 17 respondents representing 34% said it is management for around 1 – 3 months before best alternative favourable to the employee, while 22 respondents that form 44% said it is taking almost 4 – 6 months and 11 respondents representing 22% said it is taking more than 7 months.

**Table 17 – Rate of Decision Making in High Court**

VARIABLES	FREQUENCY	PERCENTAGE %
Good	35	70
Bad	3	6
Undecided	12	24
Total	50	100

Source: field survey 2016

In the table 17 the result shows that 35 respondents representing 70% said the rate of decision making in the high court is good and 12 respondents which forms 24% said they are undecided while only 3 respondents which form 6% said it is bad.

**Table 18 – Rate of Changes in Decision Making Process in the High Court.**

VARIABLES	FREQUENCY	PERCENTAGE %
Yes	39	78
No	11	22
Total	50	100

Source: field survey 2016

From the table 18 the result shows that 39 of the respondents that are representing 78% said the decision making process has impacted changes in the high court while the remaining 11 respondents which representing 22% said it does not make any changes.

**Table 19 – Appropriateness of Decision Making in the High Court**

VARIABLES	FREQUENCY	PERCENTAGE %
Yes	36	72
No	14	28
Total	50	100

Source: field survey 2016

Table 19 shows that 36 respondents representing 72% said decision are taken through appropriate ways while 14 respondents which forms 28% said decision are not taking through appropriate ways in the high court.

**Hypothesis Testing**

Earlier the percentage (%) has been used in affirming the perception of the employee on Decision-Making as a Tool for Organisational Development in the High Court of Justice Maiduguri. The testing of hypothesis will

enable the researcher to make a valid conclusion on the subject statistical model which involves chi-square ( $X^2$ ) test. The conclusion therefore is based on the rules whether the hypothesis tested will be accepted or rejected.

Chi-square ( $X^2$ )

$$X^2 = \sum(O - E)^2/E$$

Where

$X^2$  = chi-square

$\sum$  = summation

O = observed frequency

E = expected frequency

**Hypothesis 1:**

**Table**

**H<sub>1</sub> : the more there is effective decision making the greater the organisation perform**

O	E	O - E	(O - E) <sup>2</sup>	(O - E) <sup>2</sup> /E
42	25	17	289	11.56
8	25	-17	289	11.56
				$X^2 = 23.12$

Expected frequency =  $42+8/2 = 50/2 = 25$

Degree of freedom at  $(r - 1) (c - 1)$   
 $(2 - 1) (5 - 1)$   
 $= 1 \times 4 = 4$

Level of significance of 0.05

Therefore at  $\alpha = 0.05$  and  $df = 4$

The table value = 9.488

**Observation:**

Since the computed value  $X^2 = 23.12 >$  the table value 9.488 then we are to accept the alternative hypothesis ( $H_1$ ) which stated that, “the more there is effective decision making the greater the organisation perform”.

**Hypothesis 2**

**H<sub>2</sub> There is Effective Decision Making in the Organisational Performance (High Court)**

O	E	O - E	(O - E) <sup>2</sup>	(O - E) <sup>2</sup> /E
35	25	10	100	4
15	25	-10	100	4
				$X^2 = 8$

Expected frequency =  $35+15/2 = 50/2 = 25$

Degree of freedom at  $(r - 1) (c - 1)$   
 $(2 - 1) (5 - 1)$   
 $1 \times 4 = 4$

Level of significance 0.05

Therefore, at  $\alpha = 0.05$  and  $df = 4$

The table value = 9.488

**Observation:**

Since the computed value  $X^2 = 8 <$  the table value 9.488 then the hypothesis ( $H_2$ ) which stated that “there is effective decision making in the performance of High court” is rejected.

**Discussion of Findings**

Based on data analysis, it has shown that decision making policy in high court of justice Maiduguri is usually done by the top management, the respondents answered positively to the questionnaire administered to that effect. The choice of alternative is necessary to making effective decision. .

It has shown that the decision in high court is through appropriate ways.

The respondents also said the effective decision making enhancing organisational development.

Also the choice of alternative in high court of justice has yielded a positive result.

It is also gathered that there is no problem with the implementation of decision taken in the high court. This shows that there is proper implementation of decision taken in the organisation.

However, From the analysis gathered the organisations decision making system is fairly good so it need little modification to be effective

**Recommendations**

The following recommendations are put forward;

1. Motivation, it is important to notes that for a leader in an organisation to succeeds, there must be adequate training and development to diversify their operation should sustain and develop.



2. Every organisation must have problems in implementation of decision-making. It is therefore necessary to porter some useful suggestion that can improve the organisation either in the process of decision-making or implementation of decision taken.
3. However, the leader in an organisation should evaluate each problems for proper understanding and possible solution to increase the effectiveness of the organisation and decision taken.
4. Finally, the leader also should consider the use of rules in decision-making in order to improve the decision-making process to up-lift the organisational standard and also to avoid problems in the organisation.

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