DECISION MAKING AND ORGANIZATIONAL PERFORMANCE

CASE STUDY: CENTENARY BANK- KABALE BRANCH

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DEDICATION

With honor I dedicate this work to my beloved father Mr. Kubitwire Abel who is a great inspiration in my academic journey and he has done and is still doing all the impossible to give me quality education through paying for me tuition. Thanks and may God bless you abundantly.

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CERUDEB	Centenary Rural Development Bank
EGPL	Emerald Group Publishing Limited
LTD	Limited
SPSS	Statistical Package for Social Scientists

ABSTRACT

The study intended to examine the effect of decision making on the organizational performance of Centenary Bank-Kabale branch. This is because decision making significantly affects the organizational performance in such a way that poor decisions may lead to organizational failure. The specific objectives of the study were; to examine the effect of strategic decisions on the organizational performance, to assess the impact of tactical decisions on the organizational performance and to assess the effect of operational decisions on the organizational performance.

The study used case study of CERUDEB Kabale which was a method of narrowing down a very broad field of research into one easily searchable topic because CERUDEB is all over the country. A sample size of 36 out of total population of 40 employees was selected in accordance with Krejice and Morgan table (1970) of determining the sample size. In addition, the study employed various methods to collect, analyze and interpret the findings and self-administered questionnaires were conducted to get the findings. The findings revealed that organizational performance is mostly affected by the decisions made by the mangers both at operational, middle and top level of centenary bank that is strategic decisions relate to long range plans and usually takes 3-5years in most organizations, tactical decisions link operational decisions to strategic decisions while operational decisions are made at the lower level of management and are made focusing on a single transaction or customer.

In conclusion, the researcher found out that decision making contribute a lot to the success of Centenary Bank Kabale branch. The researcher went on and recommended that, management should be more careful when implementing the related strategies because the future of the bank is in hands of the management depending on how they implement strategies, managers should somewhere be considerate about gender balance because men sometimes tend to be stronger than women and so could be resistant to hardships which usually force women employees quit their jobs.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

The understanding of the effect of decision making on the organizational performance was the backbone of the study. Decision making which is a study of identifying and choosing alternatives based on the values and preferences of the decision maker was studied under three dimensions that was strategic, tactical and operational decisions while the dependent variable which was organizational performance which comprises of the actual output or results of an organization as measured against its intended outputs (or goals and objectives) was studied under dimensions like profitability, turnover and asset base with a case study of centenary bank found in Kabale district in south western part of Uganda.

This chapter looked at the background of the study, problem statement, objectives of the study both major and specific, research questions, scope, significance and justifications of the study, definition of key terms and the conceptual framework.

1.1 Background to the study

According to Fred (2008), decision making is almost universally defined as choosing between alternatives. It is closely related to all the traditional management functions for example when a manager plans, organizes and controls, he/she is making a decisions. The classical theorists like Fayol and Urwick however did not generally present decision making this way they were concerned with the decision making process only to the extent that it affects delegation and authority while Fredrick W. Taylor alluded to the scientific method only as an ideal approach to decision making.

Thus decision making is an important and real aspect of organizational life and for every organization to succeed or perform there must be decision making. It is important in leadership as widely acknowledged (Hoy and Tarter, 2010 a). Thus decisions can be made in uncertain, certain and risky conditions and those which are made in uncertain and risky conditions (Rutherford-Silvers, 2008; Dragomir, 2012; Stefanescu, 2013) are characterized to complex, unstructured and unplanned problems which are features of strategic management.

According to William, Schmidt and Ryan (2014), managers often have to make decisions in setting where they know more about the prospects of their organizations than other parties and care about how the less-informed parties respond to their decisions for instance a manager may care about how the stock markets respond to the organization's expansion plans. In such a situation the manager's decision may signal the firm prospects to the less-informed party. However the risk consequence of poor decisions for the environmental issues and the doubts surrounding the organization may have an implication on the organization (Marcus,Aragon-Correa and Pinkise 2012).

According to Zaleznik (2002), Main and Lambert in certo (2003), organizational performance in Malaysia has been measured substantially based on their profit achievement where none of any organizations wanted to have losses being marked for their business operations during the given accounting period. Thus the managers in the organizations were urged to make profits in the course of business operations and at the end of the accounting period. Besides those profits, managers have to make strategic decisions in charting their organization's path in achieving its objectives as directed by the board and top management and thus managers needed substantial information in order for them to make a sound business decisions.

According to Lusthaus and Charles (2002), every organization has work to do and some ways of measuring and communicating how it does this work. In most sectors and developmental areas, there are conventional yardsticks that give some direction to understanding performance for example in the banking sector, financial institutions measure their performance in terms of profitability since most organizations that ignore making profits risk their survival. In private sectors, for example people who invest in an organization an important stakeholder group are more interested in profitability and return on investment issues than the organizational employees and beneficiaries.

Thus decision making remains the focus of analysis and attempts to define it a construct. Thus without decisions made, there is no performance in all organization Either in private or public as rational paradigm is often evident as in (Tarter and Hoy 2010 b) description of decision making as "rational deliberative, purposeful action beginning with the development of a decision strategy and moving through implementation and appraisal of results"(pg 214). Thus some leaders have a tendency to make decisions that are not based on sound reasoning that may in turn distort the performance of organizations while other decision makers can be rigid in their deals with other people. However leaders that exercise emotional intelligence can motivate people to be creative and to realize a vision (Batool, 2013).

According to IsaqBhatt, et al, (2014), the concept of performance management is used by most of the organizations to ensure that either they are going on the right path or not. For managing the performance, organizations are required to know about the performance indicators and the impact of those indicators on the overall organizational performance. Most of the organizations put focus on the customer satisfaction and delivery reliability in terms of performance measurement and measuring performance in terms of cost, financial, quality, time, flexibility, delivery reliability, safety, customer satisfaction, employee' satisfaction and social performance indicators have positive significant impact on the overall organization's performance.

Financial measures were the best measure to evaluate the organization's performance such as physical values of sales and profits or percentage return on equity and assets. Because external groups of stakeholders are strongly concerned with these sort of performance measures and they put pressure on organizations to use financial measures for their internal performance measurement while many researchers and organizations use different measures for evaluating and measuring their performance. Thus organizations have adopted financial measures suggested by Parameter (2009) in his book "(the key performance indicators KPI)".

According to Moynihan and Pandey (2010), performance management may be the most important change in the organizations in the past decades and it has both proceeded and outlived new public management. Performance management is though fundamentally alter the way organizations are managed because leaders get access to information on employee efforts based on measured performance outcomes that is otherwise hidden. Nonetheless, the pressure to use performance is right now becoming more pertinent.

Thus performance includes a number of outcomes like quantity and quality of output, absenteeism, tardiness and turnover which must be measured in quantitative terms and for each job to be performed there must be implicit and explicit standards for each of the objective outcomes. So, to achieve high levels of performance, there must be performance evaluation system for every organization of at least a moderate size because this will assess and provide feedback about performance that is considered essential to an employees' ability to perform job duties effectively (Ivancevich, Konopaske and Mattenson, 2011 pg. 152-181).

CERUDEB is a privately owned indigenous commercial bank that was founded in 1983 to provide basic financial services to the economically disadvantaged rural population of Uganda. It begun as "centenary Rural Development Trust" and was transformed into a commercial bank in 1993 and by 2014, it had a network of 62 bank branches in central, Western, Northern and Eastern Uganda.

Thus Kabale Centenary Rural Development Bank (CERUDEB) is located in Kabale town Plot 129, along Kabale-Kisoro Road in south western part of Uganda. CERUDEB Kabale was used because it was a means of narrowing the study and rendering it manageable because CERUDEB is countrywide in all the regions of the country which would thus help in determining how performance is being measured within the country especially in financial institutions. Therefore, according to Musenero (2008), performance is defined as the measure of achievement or failure to achieve the desired results. He further states that for performance to take place there must be an intention and an attempt to reach or exceed a particular level of results and that if this is not the case, then it becomes difficult to gauge how far there has been success or failure. Companies can always increase sales performance by offering fair prices or increasing its services. This background leaves a lot desired to assess the effect of decision making on the organizational performance, a case of Centenary Rural Development Bank Kabale.

1.2 Statement of the problem

According to Rein Moeller (2013), organization's senior competence and capabilities in strategic decision making results in competitive advantages over their competitors in the fast changing environment. Decision making demands abilities to investigate deeper under constraints such as due diligence reviews which stresses expediency and quick adequate solutions to problems. Thus according to Muhammad and Ali (2007), various decision makings were based on managerial intuitions where managers are still using their parapsychology of intuitions in making decisions, although they were provided with ample information while an article by EGPL, (2005) stated that good judgment should be based on knowledge.

Decisions should be based on the available information and decision making process because it is through this that the organization will measure its performance in terms of profitability and realize a high return rate on investment which is a wish for almost all the stakeholders.

Today organizational performance has increasingly depended on organizations working smart rather than working hard because of the decisions made by the managers. Thus measures in organizational activities have been employed in a bid to improve on the performance and whether performance has increased is a question of debate and hence the study to assess the effect of decision making on the organizational performance.

1.3 Objectives of the study

1.3.1 Major objective

The objective of the study is to assess the effect of decision making on the organizational performance.

1.3.2 Specific objectives

i. To examine the effect of strategic decisions on the organizational performance.

ii. To assess the impact of tactical decisions on the organizational performance.

iii. To assess the impact of operational decisions on the organizational performance.

1.4 Research questions

i. What is the effect of strategic decisions on the organizational performance?

ii. To what extent does tactical decision affect the organizational performance?

iii. What impact do operational decisions have on the organizational performance?

1.5 Scope of the study

This usually specifies the coverage of the study into three areas that is geographical scope, content (subject) scope and time scope.

1.5.1 Geographical scope

The study was carried out at Centenary Rural Development Bank premises located in Kabale district along Kabale-Kisoro road in central division in the south western part of Uganda. The researcher chose centenary bank as the case study because they do make decisions and their performance is in terms of profitability (cash flows, statements of financial positions and statements of comprehensive income), turnover and asset base.

1.5.2 Subject scope

The study was basically looking at decision making as the independent variable under dimensions like strategic decisions, tactical decisions and operational decisions and also organizational performance which was studied under three dimensions that is profitability, turnover and asset base. The study tried to examine the effect of strategic decisions on the organizational performance, assess the impact of tactical decisions on the organizational performance and also try to assess the impact that operational decisions have on the organizational performance.

1.5.3 Time scope

The data was conducted for a multiple of years that is from 2014 to 2016 thus the researcher considered a period of 3 years to be enough for reliable data since decision making is carried out frequently in all the organizations in the country thus this enabling the researcher to get reliable and up to date information that is necessary for the research.

1.6 Significance of the study

i. The study is to add new knowledge to future researchers especially by contributing to the already existing literature in Uganda Martyrs University and to students especially those researching about the same area.

ii. The study is important as it comes at a point in time when organizational performance is of widespread concern in both developed and developing countries. A study of the current approaches to organizational performance is needed to establish the attention paid to the effectiveness and efficiency of organizations. Thus unless sufficient attention is paid to decision making, then CERUDEB among other organizations may fail to deliver their intended services to the public.

iii. The study aims at benefiting policy makers at both national and institutional levels through policy formulation and change of policies in regard to the effects of decision making on the organizational performance.

iv. The study is to add a pool of knowledge, skills to the researcher on decision making and organizational performance.

v. The findings of this research will enable managers at all levels of management in different organizations to focus on decision making processes as a major influence on the organizational performance.

1.7 Justification of the study

The study is an academic requirement which is one of the academic requirements for the award of a degree of bachelor of business administration and management.

Also the researcher wishes to carry out the study to see whether decision making has a positive impact on the organizational performance because Thomson (2014), argues that a well-designed decision making will have its most positive impact on the organization's financial performance when it is carried out by a capable and motivated workforce.

1.8 Definition of key terms

Organizational performance, it has been described as an organization's ability to acquire and utilize its scarce resources and valuables as expeditiously as possible in the pursuit of its operations goals (Griffins, 2006).

Decision making, it is regarded as the cognitive process through which managers identify organizational problems and attempts to solve them (Bartol and Martin, 1994)

Thus it is the study of identifying and choosing alternatives based on the values and preferences of the decision maker and it is one of the central activities of management and is a huge part of any process of implementation.

It can also be regarded as a problem solving activity terminated by a solution deemed to be satisfactory.

Strategic decisions, these are decisions that are concerned with the whole environment in which the organization/firm operates, the entire resources and the people who form the organization and the interface between the two.

They can also be regarded as long term and are taken in accordance with the organizational mission and vision.

Tactical decisions, these are decisions that relate to the implementation of strategic decisions. They are directed towards developing divisional plans, structuring work flows, establishing distribution channels, acquisition of resources for example men, materials and money. These are taken at the middle level of management.

Operational decisions, these are decisions that relate to day to day operations of the organization. They have a short term horizon as they are taken repetitively. These decisions are based on facts regarding the events and do not require much of business judgment.

These decisions are taken at lower levels of management as the information is needed for helping the manager to take rational, well informed decisions and thus information systems need to focus on the process of managerial decision making.

Asset base, these are the underlying things that give value to the company, investment or loan. They are not fixed but they do appreciate or depreciate according to the market forces.

Turnover, may be looked at in different perspectives for example according to human resource context, turnover is the act of replacing an employee with a new employee.

In accounting context, it refers to the number of times an asset (such as cash, inventory, and raw materials) is replaced or revolves during the accounting period.

While according to finance, turn over refers to the volume or value of shares traded on a stock exchange during a day, month or year.

Parapsychology, means the study of mental phenomena such as telepathy, which are beyond the scope of normal physical explanation. Thus this means giving something that one cannot explain. It has been criticized for continuing investigation despite being unable to provide convincing evidence for the existence of any situation even after more than a century of research.

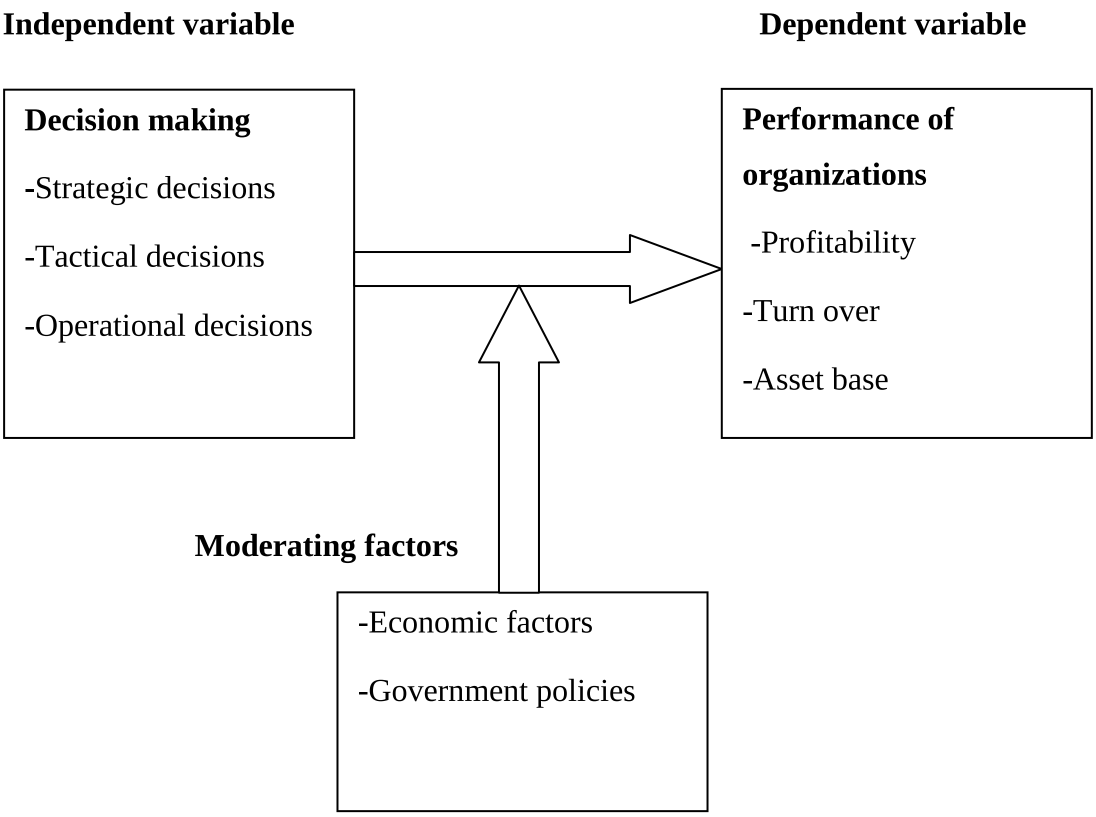
Expediency, refers to the quality of being fit or suitable to effect some desired end or the purpose intended; suitability for a particular. In other words, it is the way of pursuing some course of action that brings the desired effect if it is unjust or un principled.

1.9 Conceptual framework

This is used in research to outline possible courses of action or to present a preferred approach to an idea. It defines a frame of study basing on the variables that are independent and dependent as well as clearly identifying their dimensions.

The effect of decision making on the organizational performance is diagrammatically shown in figure 1 below. It interlinks independent variables to dependent variables.

Figure 1: Conceptual diagram



Source: Muhammad, C., and Razli, C. 2007. Strategic decision making practices and organizational performance.

The conceptual frame work depicts the effect of decision making on the organizational performance. It states the independent variable which is decision making with strategic, tactical and operational decisions as its dimensions affecting the dimensions of the dependent variable which is the organizational performance with asset base, turnover and profitability.

Profitability which is a dimension of the dependent variable can be influenced by economic factors like inflation, interest rates especially in financial institutions which ultimately affects their performance. Thus high interest rates especially those posed by the central bank can lead to a reduction in the profits of the organization as well as a high rate of inflation leads to a reduction in the profits.

For many organizations, operational performance has a direct relationship to overall profitability. Daily or hourly decisions by front-line workers must be made at a lower cost, in dramatically higher volumes, in real time and with maximal consistency. Front-line workers also need technology to help them uncover, assess and address new opportunities and threats as they present themselves. An application might guide customer service personnel on how best to resolve specific issues for individual customers.

Profits and turnover are dimensions of the dependent variable and the moderating variable affecting both the dependent and independent variable include the government policies such as taxation can affect the profits. According to the CERUDEB's end of year report (2006), centenary bank's profit before tax increased from Shs 7.7 billion in 2005 to Shs 10.5 billion in 2006, representing a 36% increase. After-tax-profit increased by 62%, from Shs 5.3 billion to Shs 8.6 billion, while total assets increased 22% from Shs 222 billion to Shs 270 billion. Asset base of any organization depends on the type of decision that the managers make however these may be influenced by some moderating factors like government policies for example by Dec. 2002, centenary bank's total assets amounted to $61.3m, total deposits to

$48.7m (316,650 depositors), and loans outstanding to $23.05m (31,500 borrowers). The Bank earned 4% on average assets and 27% on average equity.

Decision making may also be influenced by government policies that will automatically affect the overall organizational performance either positively or negatively. That is favorable government policies may boost the performance of the organization in terms of profitability but however unfavorable policies like restructuring may lead to poor performance of the organization as different employees will be laid off while others may be moving from one department to another.

1.10 Conclusion

Sub section 1 presents the background of the study, purpose of the study that is the reason why the study was carried out, scope of the study both subject, geographical and time scope, significance and justification of the study as highlighted above.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

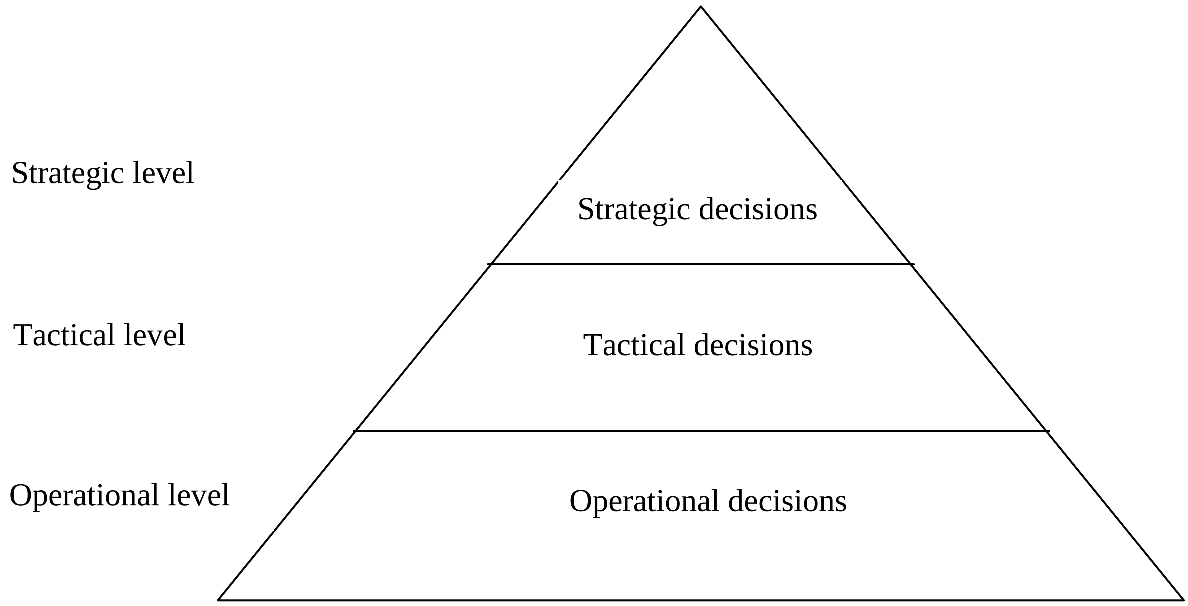
According to Owolabi (2006), literature review is the gradual process which the researcher uses to search out, read, digest and critically evaluate previous works of scholars related to the problem under investigation. Thus in this chapter, the works of the precedent researchers will be summarized and only those related ideas relevant to the study will be highlighted. The areas which were not satisfactorily covered in the past studies will be acknowledged and only those in line with the specific objectives of the study will be captured. The literature review will be conducted in accordance with the specific objectives and citations made in each objective indicating the research gaps that the study intends to fulfill.

This chapter mainly captures the effect of decision making on the organizational performance putting into consideration the different specific objectives.

2.1 Overview of decision making and organizational performance

Today’s work environment is becoming increasingly turbulent and therefore managers must take responsibility for making good decisions in order to ensure the organization’s survival (Moss & Kinnear, 2007). Managers often have incomplete information and inadequate time to make decisions, and therefore should be decisive because delaying decisions could negatively affect the organizational performance. When making decisions, some researchers suggested that managers should try to gather information from as many levels of the organization as time allows, remember that their information sources might not be trustworthy or accurate, keep in mind that incorrect decisions could have consequences, and understand that a changing work environment could affect their decisions. These researchers also believed that the most important thing was for managers to take responsibility for the outcomes of decisions and not blame others when things go wrong because pointing the finger at others would only erode trust and respect. Kaval and Voyten (2006a) elaborated on how to establish effective processes for making and implementing decisions. They believed that decisions fall into three categories: tactical, operational, and strategic.

<u>Levels of management and decisions made at each level</u>



Daft, R.L. and Marcia, D., 2009. Management: *The new work place*.6th edition

They believed that all three types of decisions should be considered to effectively address the issue and that it was important to always clearly define the objective while allowing for flexibility in case circumstances changed in the organization. Organizations should there for evaluate the nature of their culture and decision-making style and determine which decision-making process is most effective (Kaval & Voyten, 2006b). They recommended that managers determine who should be involved in the decision-making process, consider how decisions will affect employees, empower the staff to make and implement decisions, use effective communication to keep leaders and staff informed, and determine what obstacles prevent the organization from effectively making and implementing decisions. They also believed that by being more proactive in the decision-making process would help managers reach appropriate conclusions and prevent them from being caught in last minute decision-making.

John, Robert and Michael (2014 pg. 401), asserts that decision making is a process of choosing a particular action that deals with a particular problem or opportunity. The quality of decisions that managers make is the yardstick of their effectiveness and sometimes just one or two exceptionally good or exceptionally poor decisions can have a significant effect on the manager's career and the overall organizational performance. Thus without decisions made, there is no performance in all organization either in private or public as rational paradigm is often evident as in (Tarter and Hoy 2010 b) description of decision making as "rational deliberative, purposeful action beginning with the development of a decision strategy and moving through implementation and appraisal of results"(pg. 214). Thus some leaders have a tendency to make decisions that are not based on sound reasoning that may in turn distort the performance of organizations while other decision makers can be rigid in their deals with other people.

Thus most studies indicated that organizational performance is measured basing on the organization's financial indicators specifically profitability, return on investment (ROI), return on equity (ROE), growth of net assets, capital structure or leverage, and export sales (Tsekouras et al., 2002; Kotey, 2005; Kannan and Tan, 2003; Skaggs and Youndt, 2004). Moreover, Burke and Steensma (2008) stated that financial indicators derived from archival sources could be used in measuring firm performance. Mahmood and Mann (2006) selected six measures representing the strategic and economic performance of a firm, namely return on investment, return on sales, growth in revenue, sales by total assets, sales by employee, and market to book value (in Lee and Bose, 2002).

According to CERUDEB end of year report (2006), Centenary Bank increased its performance in terms of operations, resulting in a significant level of sustainable growth in 2006 whereby three new branches were opened during the year, all of them in up-country areas. These included Mukono, Nebbi, and Wakiso. These new branches, along with an aggressive deposit mobilization scheme, resulted in a 22% growth in deposits, which reached Shs 215 billion at year-end.

The loan portfolio also showed a very strong growth of 51%, with a year-end portfolio balance of Shs 145 billion where the bank's core loan products increased by over 10,000 loans during the year, and the 'Net Loans to Deposit' ratio improved from 53% at year-end 2005 to the level of 67.4%, which was one of the best ratios in the banking industry. This strong performance reflected the Bank's desire to support all the people of Uganda through provision of banking services throughout the country, especially in the rural areas and to the microfinance customer.

Pamela, Stephen and Patricia (2006), asserts that decision making is a process through which managers identify and resolve problems and capitalize on opportunities. They further went ahead to say that good decision making is important at all levels of the organization and it begins with recognition or awareness of problems and opportunities, and concludes with the assessment of the results of actions taken to solve those problems. Thus an effective decision making process generally includes seven steps that include; identifying opportunities and diagnosing problems, identifying objectives, generating alternatives, evaluating alternatives, reaching decisions, choosing implementation strategies and finally monitoring and evaluation.

According to Kreitner and Knicki (2010 pg. 345), decision making is so very important and can have such significant impact on employees, customers, shareholders and a company's reputation because management is decision making. The effective use of knowledge management which is the development of tools, processes, systems, structures and cultures explicitly to improve creation, sharing and use of knowledge critical for decision making helps the organization to improve on the quality of their decisions and correspondingly reduce costs and increase productivity.

Furthermore, Jones and George (2009) asserts that decision making is the process by which managers respond to the opportunities and threats that confront them by analyzing the options and making determinations, or decisions about specific organizational goals and courses of action. Thus good decisions result in the election of appropriate goals and course of action that increase organizational performance; bad decisions result in lower performance. They further went ahead to say that decision making in response to opportunities occurs when managers search for ways to improve organizational performance to benefit customers, employees and other stakeholder groups.

Alessia, Daniele and Chris (2014) argued that groups often perform better than individuals, suggests the possibility that consultation with others prior to an individual decision might also have improving effects but however limited evidence of how deliberation within the group affects the quality of the later individual decision. Maciejovsy, et al (2013) cited in Alessia and friends' article (2014) report that subjects who have solved decision problems as part of a group subsequently perform better as individuals in similar decision tasks.

Thus it would be a mistake to conclude that only managers make decisions because increasingly non managers are making decisions in organizations about organizational performance.

2.2 Strategic decisions and organizational performance

It is conceptualized that organizations that have effectively embraced strategic decision making and planning, record better performance compared to those that have not. David (2002) argues that firm's record improved performance once they effectively embrace strategic decisions and planning where carrying out various steps in the strategic planning process and is expected to facilitate the realization of organizational effectiveness. By defining a company's purpose and goals, strategic planning provides direction to the organization and enhances coordination and control of organizational activities.

According to Richard and Dorothy (2009), strategic decisions involve the organizational mission statement that broadly states organizational business scope and operations that distinguishes it from similar types of organization, strategic goals that shows where the organization wants to be in the near future, strategic plans which include the action steps by which an organization intends to attain strategic goals. Thus strategic planning for profit business organizations typically pertains to competitive actions in the market place.

Thus the linkage between strategic decision-making and organizational performance needs analysis to get a better understanding how strategic decisions are applied in practice and will improve organizational performance because strategic decisions often fails due to problems or barriers encountered at the implementation stage. Mixed evidence about the effect of strategic decision on the organizational performance makes the debate about its effectiveness as a tool of strategic management an ongoing one (Wagner, 2006). Thus decision making is an important managerial process and it is again fundamentally a people process that helps in improving the overall organizational performance.

Top managers are often responsible for making strategic decisions or decisions that concern long-term goals of the organization. Strategic decisions establish policy and these decisions are often complicated because the future is uncertain and accurate information is always limited. In these cases, managers should rely on their past experiences as well as their instincts (Janezak 2005). Thus Managers make strategic decisions in response to both problems and opportunities, and when their organizations are performing poorly or well thus many management scholars believe that the process used to make strategic decision affects the quality of those decisions and as a result organizational performance levels that is poor or excellent has been posited to affect strategic decision making (Anon, 2012)

Alarewju (2012), asserts that strategic decision making and the associated factors like decision making environment, comprehensiveness and speed or timing, top management team that is chief executive officers and the board of directors can contribute to the success and can have an effect on the organization and performance. Thus strategic decision making focuses on far reaching decisions such as organizational goals, strategies, mission, policies and objectives and addresses structural decision making. Thus strategic level has a long planning horizon and is based on forecasts and comprehensive information (Hulshof et al, 2012) cited in Elina's work (2013).

Maria doss, Johnson and Martin (2014), states that firm's strategic intent or decisions affects its performance through managerial actions which has become so prominent in the organizations. Thus strategic aggressive organizations should foster decisions that favor holding low levels of slack. Specifically, the indirect effect of an organizations strategic decision on its performance should be moderated by its risk aversion such that when risk aversion is high, the direct effect of strategic intent on performance through slack is strengthened.

Organizational performance has been measured substantially based on their profit achievement because none of the organizations want to have losses being marked for their business operations during a given financial period. Thus managers in the organization are urged to make profit in the course of the business operation and at the end of it all; the board will recognize the manager's efforts in making business arrangements and deals (Snow 2003a). Behind those profits, managers have to make strategic decisions in charting their organization's path in achieving its objectives as directed by the board thus managers need substantial information needed to make a sound business decision because without substantial information, poor decisions will be made which will affect the organizational operations as well as the overall performance.

According to Afsoun, Robert and Jimmy (2012), the sustainability of firm's competitive advantage in the new competitive landscape have been identified as globalization, information and communication technologies where often rely on acquired knowledge from the (ICTs) such as internet and intranets to make higher quality decisions on business strategies for better future performance and thus the effectiveness of strategic decision making is in devising organizational strategies.

In addition, strategic personalities can play a relevant role in influencing various external (for example organizational performance) and internal (organizational structure) in relation to management outcomes (Granpaola, Gabriele and Sara, 2013). Thus external network ties determines the board's ability to contribute to the strategic decision making process because simple number of director appointments to the board does not affect board monitoring or advise giving on strategy but they provide strategic directors with relevant strategic knowledge and perspective to predict organizational performance according to their set strategies. Thus strategic aggressive organizations should foster decisions that favor holding low levels of slack. Specifically, the indirect effect of an organizations strategic decision on its performance should be moderated by its risk aversion such that when risk aversion is high, the direct effect of strategic intent on performance through slack is strengthened.

Finally, Strategic management sets the actions used to formulate and implement strategies that will provide a competitively superior fit between the organization and its environment so as to achieve organizational goals and performance. Managers ask questions such as; what changes and trends are taking place in the competitive environment? Who are our customers? What products or services should we offer, and how can they offer them most efficient? Answers to these questions help managers to make choices about how to position their organizations in the environment with respect to rival organizations (Daft and Marcia, 2009).

2.3 Tactical decisions and organizational performance

Tactical are medium term decisions thus whereas a misguided strategy could take an organization in entirely the wrong direction and lead to failure, a misguided tactical would have a more limited impact on the organizational performance because strategies are usually in place for a long period of time and tactics tend to be adjusted or changed and also due to the fact that tactical decisions are part of the managerial decision making process (Anon, 2014)

According to the BBC news (2014), tactical decisions are made by middle managers as they follow on from strategic decisions whose aim is to meet the objectives stated in any strategic decisions. For instance for an organization to become the market leader, it may have to launch new products or services or open new branches.

Tactical decisions are associated with tactical planning that takes the organizations strategic plan and sets forth specific short term actions and plans usually by the organizations department or function to meet the organizational objectives in terms of performance. The tactical planning horizon is shorter than the strategic plan horizon and they are flexible in that they allow for unanticipated events (Lisa, 2014). Thus according to Bateman and Snell (2009), tactical planning translates broad strategic goals and plans into specific goals and plans that are relevant to a definite portion of the organization and tactical plans focus on the major actions a unit must take to fulfill its part of the strategic plan.

Tactical plans support strategic plans by translating them into specific plans relevant to a distinct area of the organization. Tactical plans are concerned with the responsibility and functionality of lower-level departments to fulfill their parts of the strategic plan (Kokemulle 2007). According to Lisa (2008), tactical planning takes a company's strategic plan and sets forth specific short-term actions and plans, usually by company department or function. The tactical planning horizon is shorter than the strategic plan horizon. If the strategic plan is for five years, tactical plans might be for a period of one to three years, or even less, depending on what kind of market the business serves and the pace of change.

However Mejia and Balkin (2002), asserts that tactical action plans are developed at the division or department level and they specify the activities that must be performed, when they must be performed and the resources a division or department will needs to complete the positions of the strategic action plan under its purview. They went further to say that tactical action plans consists of two aspects that is division of labor and budgeting where division of labor involves formal assignment of authority and responsibility to the job holders while budgeting involves controlling and allocating funds.

Furthermore, Feili, Fang and Pattipati (2008), asserts that tactical decisions should be made in such a way that they ensure to achieve overall mission objectives in the real time in the dynamic environments and all the decision makers at all levels should be able to co-ordinate their actions extensively and be prepared to adapt their schedules in order to ensure good performance outcomes that will enable the organization gain competitive advantage.

2.4 Operational decisions and organizational performance

Today's business managers' face significant challenges in managing operations where Customers expect consistent, personalized relationships, yet they have multiple points of contact that often is distributed geographically and organizationally. They demand that products and services be delivered in days if not hours, yet hundreds if not thousands of individuals must successfully coordinate their delivery (Ventana research 2005a).

For businesses, the success of strategic plans hinges on consistently coordinating execution by front-line workers who are far removed from the architects of the strategic plan. In short, the breadth and complexity of business operations now demand progressive approaches to assure operational success. Performance Management can address today's management challenges through four initiatives: improving individual effectiveness, aligning execution with strategy, enhancing the organization's agility and expanding its scale.

However operational plan outlines the tactical activities that must occur to support and implement the strategic initiatives of the organization. Thus operational planning focuses on determining the day to day activities that are necessary to achieve the long- term goals of the organization. (Pamela, Stephen and Patricia 2006 b) where operational plans are more specific than strategic plans, address short term issues and are formulated by the mid and lower-level managers who are responsible for the work groups in the organization.

In contrary, Mejia and Balkin (2002) asserts that operational action plans are normally created by line managers and employees directly responsible for carrying out certain activities or tasks. These plans tend to be narrowly focused on resources, methods, timeliness and quality control issues for a particular kind of operation in order to achieve overall organizational performance.

According to Shlomo and James (2010), Operational and financial measures deserve comparable attention for better performance measures because operational level reveal information that is needed for sound management but often the measurement of operating performance is always neglected especially in the white color and service sectors. Thus an operational control system can be constructed by identifying several performance criteria that represent an organizational unit’s mission, establishing satisfactory and superior levels of performance for the criteria, and determining the relative weight of each criterion in accomplishing the mission. Thus by measuring work unit performance along several dimensions, the manager is better prepared to make short term operating decisions that do promote long-term organizational productivity.

According to Ethie (2010), there has been ongoing debate on the impact of conflicts on organizational performance but the operations management has provided empirical studies to examine this issue. Thus when conflicts arise in organizations especially in the manufacturing decisions, cognitive conflict would lead to a higher level of organizational performance particularly when the decisions are based on a market responsive situation (innovation products). Thus conflicts can facilitate or hamper organizational performance in an operational decision-making setting.

Smart enough systems deliver effective automation of the decisions that drive organizations' day-to-day operations, although organizations have automated standard processes with enterprise software, these operational decisions haven't been the focus of investment because they are overwhelmingly made manually or automated poorly, which is a mistake. These may include automated teller machines whereby CERUDEB by 2014 December, it had 147 linked automated teller machines which eased its operations thus embedding business processes in systems to streamline operations but not managing and improving these decisions leaves half the opportunities for improvement untouched (Anon, 2015).

According to the search business analytics (2015), organizations have strived for more than a decade to make their operations more efficient by rationalizing business processes, eliminating the handoffs between people that added latency and cost, driving down the cost of support with software standardization and data center consolidation, and outsourcing but none of these efforts, even the most successful ones, provided much more than a short-term competitive advantage, because they attacked the problem from the denominator-revenue per employee, sales per store-always focused on taking out cost.

In addition, Brian (2014), says that operational decisions related to the daily operations of the organizations and the countless interactions that take place on a daily basis represent the results of operational decisions. Therefore these decisions can bog down an organization and make it ineffective because operational managers are the ones responsible for most of the activities within the organization. Thus to prevent this, operational decisions should be consistent with strategic decisions and good operational decisions will have measurable results such as a high revenue, increased profits, increased productivity and customer satisfaction.

2.5 Conclusion

Sub section 2 highlights the impact of decision making on the organizational performance specifically in line with the specific objectives. In this sub section, the works of different people have been highlighted identifying the missing gaps that necessitate further research.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This is a systematic and controlled sequence of events needed to plan what data is to be collected, from whom and how it is to be analyzed. This chapter therefore analyzes the overall research process consisting of research design to be used and the reasons for the choice, where the research was carried out from, study population, sample size and selection, sampling techniques, data collection methods and tools, quality control methods, methods of data processing and analysis that the researcher employed, ethical considerations and study limitations. It also shows an accurate and detailed description of how the research was done thus enables the readers and full researchers to understand the exact conditions of the study.

3.1 Research design

This means a unique technique the researcher can use to collect data that is relevant to what is needed such as case study, action research among others. In this matter, Case study design was adopted because according to Martyn (2008), case study design is an in depth of a particular situation/problem rather than just a statistical survey that generalizes the findings. In other words, it is a method used to narrow down a very broad field of research into one easily researchable topic. Therefore, the researcher used a case study of centenary bank-Kabale branch that represented all the financial institutions.

The researcher selected the sample size from the entire population of centenary bank staff where interactions about decision making and organizational performance helped to get the general data in which the researcher was able to analyze for the most relevant raw facts to meet the objectives of the research study. The study also was both qualitative and quantitative in nature because it involved both figures like frequencies and words like explanations why figure appeared the way they appeared.

3.2 Area of the study

The study was conducted at Centenary rural development bank Ltd which is located in Kabale district plot no 129 Kabale road opposite revenue offices Mukono along Kabale-Kisoro road in the central division, Kabale municipality south western part of Uganda. The researcher chose Centenary bank because they do make decisions and their performance is in terms of profitability (cash flows, statements of financial positions and statements of comprehensive income), turnover and asset base.

3.3 Study population

Odiya (2009) observed that study population is the total number of potential units for observation or an entire group of people, objects, or event having at least one characteristic in common.

The researcher used Centenary rural development bank population particularly the employees as her unit of analysis. According to (Sekaran and Roger 2013), a unit of analysis refers to the level of aggregation of data to be collected during the subsequent data analysis stage. According to the Human resource of CERUDEB, CERUDEB-Kabale, has 40 employees from all departments like loan department, cashiers, customer care department, and risk management department.

3.4 Sample size and selection

A sample size is a small group or (subset of the population) obtained from the whole accessible population. Thus the researcher selected 36 respondents out of the total population of 40 employees from different departments like loans, customer care, and risk assessment among other departments as per the Human resource manager.

The sample was selected in accordance with Krejice and Morgan (1970) tables of determining appropriate sample size for a given population which sample size was big to generate data which the researcher carefully analyzed to get information out of it for the research findings.

3.5 Sampling techniques

The researcher used probability sampling as her sampling technique by identifying a suitable sample frame based on the research questions (objectives), decided on a suitable size, and then selected the most appropriate sampling technique that is simple random sampling that helped the researcher to check the sample representative of the population. This helped the researcher to come up with the appropriate sample size to represent the whole population of centenary rural development bank.

According to Dofasco et al, (2011), simple random sample is a subset of a large population created in such a way that each element of the population has an equal probability of being selected. The researcher chose simple random sampling because of the benefits it has like ease of assembling the sample; it is considered as a fair way of selecting a sample from a given population, has less bias and offers the most generalizable information (Castillo, 2009).

3.6 Data collection methods and instruments

The data collection methods that the researcher used included the questionnaires. The study also involved two main sources of data as examined below:

3.6.1 Questionnaires

Questionnaires are one of the methods that were used by the researcher while collecting data from the field. Thus a questionnaire is a pre formulated written set of questions to which the respondents record their answers usually within rather closely defined alternatives. It is advantageous in such a way that it helps to collect large number of quantitative data.

The researcher also used primary and secondary sources as data sources, as shown below;

Primary sources

Questionnaires: this is where the researcher designs a document with questions and then sends them to the field for the referred people to answer the appropriate questions. This is important because it can help where there is a problem of language barriers.

Secondary sources

The researcher also obtained research data from books, journals, newspapers, articles, web pages which were all secondary sources. According to Sekaran and Roger (2013 b), secondary data is the information gathered by someone other than the researcher conducting the current research or study.

The reason why the researcher chose secondary data source was that it saves time and the cost of acquiring information are minimal and again provides a lot of information for research and problem solving.

3.7 Quality control methods

Under this, the researcher ensured reliability and validity of the research results.

3.7.1 Validity

Validity is a test of how well a tool that is developed measures the particular concept that is intended to measure. Thus for the researcher to ensure validity, she gave the instruments to the experts who rated the items. There after the researcher calculated the content validity index and pre-tested the questionnaires before administering them to the actual field.

3.7.2 Reliability

Reliability of a measure indicated the extent to which data was without bias (error free) and hence ensured consistent measurement across time and across the various items in the tool.

Thus reliability of data was an indication of the stability and consistency with which the tool measured the concept and helped to assess the "goodness" of a measure or data. Thus the researcher ensured reliability of the tool through test and re-test approach where the reliability co-efficient was obtained by repetition of the same measure on a second occasion.

3.8 Data management and analysis

The researcher did a pilot study to the research area then formulated the questionnaire with the research questions that were in line with the specific objectives. This involved the measurement scale that is Likert scale which was designed to examine how strongly subjects agree or disagree with statements on a five point scale. Data collected was then edited, coded, and captured to find descriptive and inferential statistics which were used to assess the effect of decision making on the organizational performance.

Then it was analyzed and presented in a more meaningful way. All the data obtained from questionnaires was brought together, then coded that is assigning a number to the participants' response so that they can be entered into the computer so as to be analyzed with the help of excel (for the case of questionnaires).

In addition, data collected was processed and analyzed using Statistical package for social science (SPSS) in order to come up with frequencies and percentages to determine how different respondents agreed or disagreed to the statements that were formulated on the questionnaires. Then Microsoft word and excel were also used in drawing graphs, tables and charts.

3.9 Ethical considerations

The researcher tried to acknowledge all the work of other people by citing the authors in her work. Letter of introduction was obtained from the office of the Dean-Faculty of Business Administration and Management that authorized data collection from the area of study.

Also the researcher sought for permission from the area of study that enabled those who were willing to participate in her research work prepare in advance for the information that was required.

The researcher also avoided causing physical and emotional harm to the respondents. Physical harm could be in form of expulsions, suspension where respondents can be expelled because of giving out information to the third party.

3.10 Limitations of the study

The main limitation that was faced by the researcher was time dimension because time to collect and reanalyze the data was not enough thus the researcher was not able to collect enough data within the shortest possible time. But with the help of the branch manager who helped in collecting the questionnaires from the respective employees to whom the questionnaires were given too, the researcher was able to get and analyze the data within the shortest time possible.

Another limitation was when the researcher was selecting the research design to use because there were very many research design methods to use so it was hard for the researcher to choose the appropriate research design to use for her study. But at the end she was able to get or choose the most appropriate design that would suit her topic that was case study design that narrows down a broad field of research into a one easily researchable topic.

Also selecting the sample size from the population was also a challenge but with the help of a table showing the sample size that was developed by Krejice and Morgan (1970), the researcher was able to establish the sample size that was big to generate the required information.

Access of the respondents was hard since the employees of the organizations are always busy with their work especially those in banks where the case study was directed to but also with the help of the bank manager, the researcher was able to distribute the questionnaires and also conduct interviews with some from whom data was generated.

3.11 Conclusion

Sub section three presents the methods used in data collection that is a questionnaire, the total population (40), sample size(36) selected in accordance to the Krejice and Morgan table (1970) of determining appropriate sample size and the ethical issues from the researcher's survey.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF RESEARCH FINDINGS

4.0 Introduction

This chapter summaries the presentation and discussion of the research findings based on the research objectives. It includes the presentation of frequency counts of the background information (bio data), dependent and independent variables. The researcher had a response rate of 36 from whom the findings were generated and the findings under each objective were presented followed by the discussions of the possible reasons why the results occurred. The findings were then related with previous researches and theoretical interpretations were made.

Tables, bar graphs and pie charts were used to present the research findings because they are the easier to be understood as well as giving smart reports.

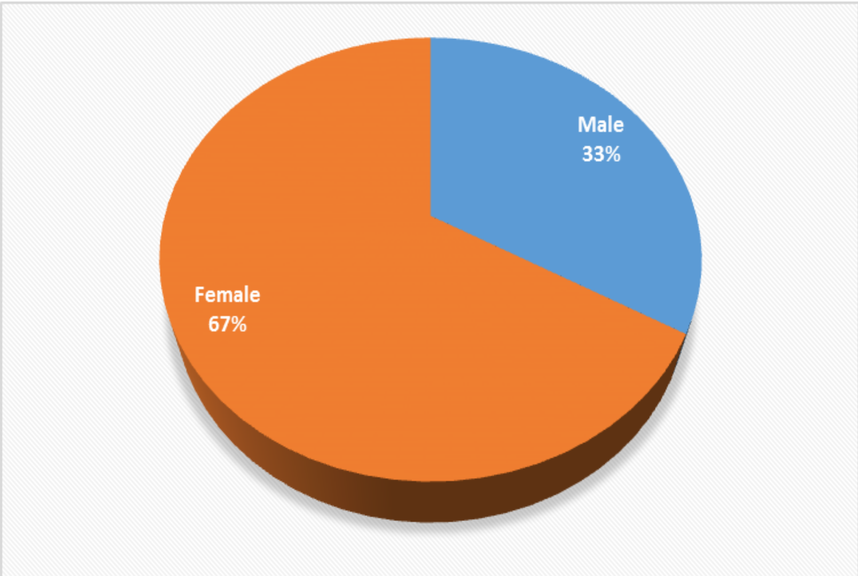
4.1 Personal information

The findings on personal information were about the respondents and they were used to establish their bio-data.

4.1.1 Gender status

The first research question sought the views of the respondents about their gender and the response was as shown in the pie chart below.

Pie-chart 1: Gender of the respondents



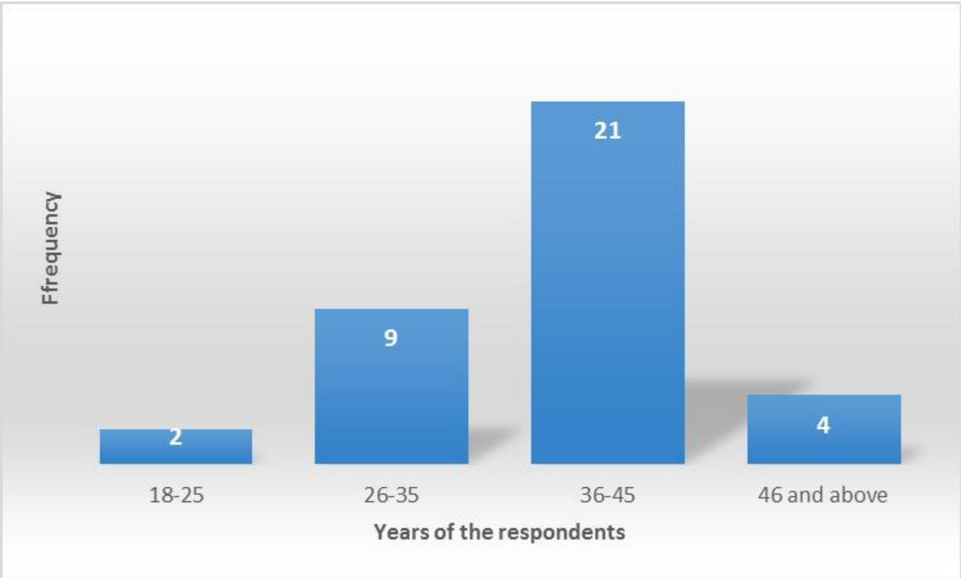
Source: field data 2016

From pie chart above, out of the 36 respondents, 12 (33%) were male, and 24 (67%) were females. The reason behind this fact may be due to the reality that the females are often more interested in financial matters than the males. Since the majority of 24 (67%) were female, it implied that Kabale centenary bank had more of females than male because female usually are more interested in financial matters than male. However, the managers should somewhere be considerate about gender balance because men sometimes tend to be stronger than women and so could be resistant to hardships which usually force women employees quit their jobs.

4.1.2 Age bracket

Respondents were asked to disclose their age and the information that was obtained was presented graphically as shown below.

Bar graph 1: Respondents' age bracket



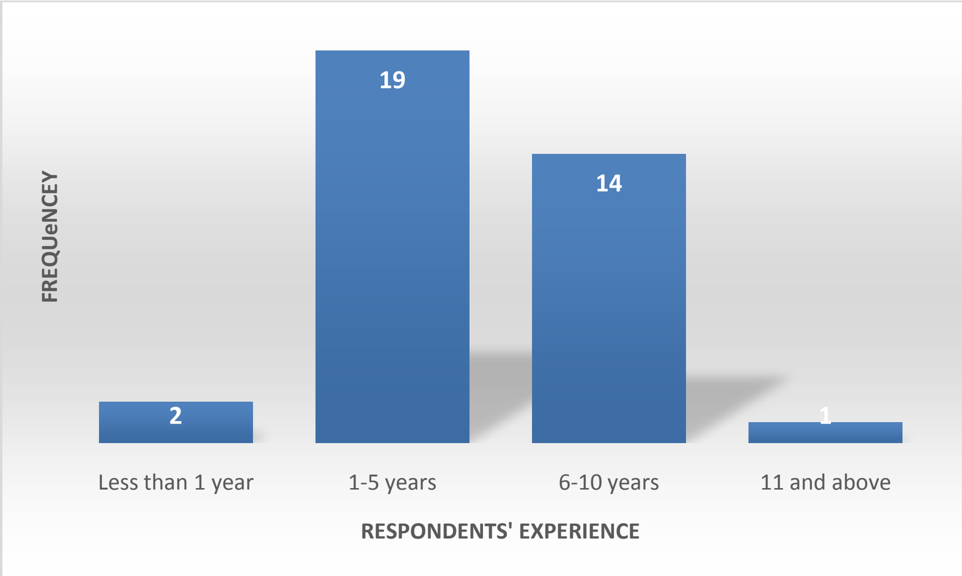
Source: field data 2016

Out of the 36 respondents, 2(6%) responses were attained from ages 18-25, 9(25%) were from 26-35, 21(58%) were from 36-45 while 4(11%) were from the ages of 46years and above. This implies that centenary bank Kabale employs more employees aged between 36 and 45 because these people are usually strong and passionate as well as committed to their jobs. However, management should consider employing more people aged 45years and more because in most cases the old aged employees have more knowledge and experience about what they do and usually help in time of resolving issues and providing proper advice on challenges usually faced by banks.

4.1.3 Working experience

Respondents were asked to present their experience in banking activities and the findings were presented on a graph as below.

Bar graph 2: Respondents' working experience



Source: field data 2016

From the graph above, 2(6%) had worked for less than one year, 19(53%) had worked for 1-5years, 14(39%) had worked for 6-10years and 1(3%) employee had worked for over 11years. Since the majority, that is 19(53%) had worked for 1-5years, it implies that these people were more knowledgeable of the banking operations especially about decision making and organizational performance. Thus, the management of centenary bank is advised to put up more measures that are motivating in order to retain its dedicated and experienced staff, as well as attracting new and highly skilled employees.

4.1.4 Working department

Each respondent was asked about the department were he/she works and the findings were as follows.

Table 1: Working department

Department	**Frequency (no)**	**Percentage (%)**
Loans	10	28
Cashier / teller	10	28
Customer care	7	19
Risk management	6	17
Others	3	8
Total	**36**	**100**

Source: field data 2016

The above table shows that, 10(28%) of employees were from loans department, 10(28%) from the cashier/ teller department, 7(19%) were from customer care department while 6(17%) and 3(8%) were from the risk management and from other departments like accounting department respectively. Since the majority, that is 10 (28%) were from the loans department and cashiers, this means that Kabale centenary bank employs many workers into these departments than any other department because lending money and daily transactions (depositing and withdrawing) of cash by the individuals, businesses, corporations among others is a major service being rendered by almost all the banks and also the success of every financial institution depends on the interest earned from lending out money which remains the role of the loans department.

However, management should increase on the numbers in customer care department because they play a bigger role in collecting information about customers through their daily contacts with the customers. Indeed an increase on the numbers in this section would help in increasing its market base.

4.1.5 Education levels

Respondents were asked about their level of education and their responses were as follows.

Table 2: Level of education

Education level	Frequency (no)	Percentage (%)
Diploma	0	0
Degree	23	64
Masters	4	11
Others	9	25
Total	**36**	**100**

Source: field data 2016

From table 2 above, above, no results were obtained for the diploma, 64 %(23) employees were degree holders, 11 % (4) employees were masters holders and 25 %(9) were for others. Others stand for other qualifications not mentioned like certificates, PhDs among others. Since employees with a degree were found many with 64%(23) as the largest number, it means that Kabale centenary bank employs many workers with a degree than other levels in education because they are still energetic and have moral for work. These may be fresh graduates from campus who want to turn theory into practice.

However, management should be advised to increase on their employees with masters than as shown in the results. Indeed increase in numbers in more qualified employees can help in controlling financial transactions and managing risks in the bank because they have more skills and potential to handle the banks challenges.

4.2 Strategic decisions and organizational performance

Strategic decisions are major choices of actions and influence whole or a major part of business enterprise. They contribute directly to the achievement of common goals of the enterprise and they have long-term implications on the business enterprise. They may involve major departures from practices and procedures being followed earlier. Generally, strategic decision is unstructured and thus, a manager has to apply his business judgment, evaluation and intuition into the definition of the problem. These decisions are based on partial knowledge of the environmental factors which are uncertain and dynamic. Such decisions are taken at the higher level of management.

Thu**s** in order to assess the effect of strategic decisions on the organizational performance, the respondents were asked to answer to several related statements in which they revealed their ability towards proposing the different ways in which strategic decisions are related to organizational performance The numbers represent Likert scale where 1=strongly agree, 2=agree, 3=neither agree nor disagree, 4=disagree, 5=strongly disagree.

Table 3: Strategic decisions and organizational performance

Statements	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Total
Strategic planning focuses on most important decisions and actions	17 (47.2%)	15 (41.7%)	4 (11.1%)	-	-	36 (100%)
Time frame for strategic plans is 3-5 years	1 (2.8%)	11 (30.6%)	5 (13.9%)	16 (44.4%)	3 (8.3%)	36 (100%)
Customers and competition are external factors that affect the quality of strategic decisions.	10 (27.8%)	17 (47.2%)	6 (16.7%)	2 (5.6%)	1 (2.8%)	36 (100%)
A strategy is a central and integrated concept	16 (44.4%)	18 (50.0 %)	1 (2.8%)	1 (2.8%)	-	36 (100%)
Strategic decisions guide the overall direction of the firm	17 (47.2%)	16 (44.4%)	1 (2.8%)	2 (5.6%)	-	36 (100%)
Ethical issues, corporate culture and stakeholder expectations should be put into consideration when formulating strategic decisions	4 (11.1%)	21 (58.3%)	6 (16.7%)	4 (11.1%)	1 (2.8%)	36 (100%)

Source: field data 2016

From table 3 above, statement one which states that strategic planning which implies managing day to day and month to month in a way that focuses on the most important decisions and action was most agreed to by most respondents, 17 (47.2%), 15(41.7%) agreed while 4(11.1%) neither agreed nor disagreed with the statement. This means that while formulating strategic decisions, a plan has to be made that only focuses on the most important decisions and actions for an organization to achieve its intended goals a reason why over time the concept and practice of strategic planning has been embraced worldwide and across private and public sectors due to its perceived contribution to organizational effectiveness and to fast track performance. This is in line with Isaac (2013a) who asserts that a strategic plan is about setting a direction for the organization, devising goals and objectives and identifying a range of strategies to pursue so that the organization might achieve its goals.

According to table 3, a statement that time frame for strategic decisions in most organizations is 3-5 years as appropriate for meaningful and long range planning was most disagreed to by most respondents, where only 1(2.8%) strongly agreed, 11(30.8%) agreed while 16(44.4%) disagreed in addition to 3(8.3%) who strongly disagreed with the statement meaning that most organizations' time frame for strategic decisions does not range from 3-5years as the statement said because the time frame for strategic decisions depends on the strategic plan and also varies and depends on the scope of an organization's plans, where a strategic planning process can look forward one, five or 10years, or even more in some cases. According to Isaac (2013), the timeframe for strategic plans/decisions is often 3-5 years but there are some industries where it is necessary to plan 10 years ahead particularly when there is a lot of capital investment required in the industry.

In reference to table 3 above, 10(27.8%) strongly agreed to the statement that competition and customers are some of the external factors that should be monitored in order to ensure quality of strategic decisions, 17(47.2%) just agreed, 6(16.7%) neither agreed nor disagreed, 2(5.6%) disagreed while 1(2.8%) strongly disagreed to the statement. This implies that competition and customer are some of the external factors that should be monitored but however there are some other external factors to be considered so as to ensure quality of strategic decisions because the strength of business competition is a constantly changing factor in the external business environment. According to business strategy (2003), the external environment are those factors that occur outside of the organization that cause change inside organizations and are, for the most part, beyond the control of the company. Even though the external environment occurs outside of an organization, it can have a significant influence on its current operations, growth and long-term sustainability. Ignoring external forces can be a detrimental mistake for managers to make. As such, it is imperative that managers continually monitor and adapt to the external environment, working to make proactive changes earlier on rather than having to take a reactive approach, which can lead to a vastly different outcome.

According to table 3 above, 16(44.4%) of the respondents strongly agreed to the statement that a strategy should be central and integrated concept of how the organization will achieve its objectives while 18(50.0%) just agreed, 1(2.8%) neither agreed nor disagreed however also 1(2.8%) disagreed to the statement. This means that in most organizations, a formulated strategy gives the employees of the organization what to do in order to achieve the intended objectives and also gives the direction and scope of the organization over the long term which deliver a competitive edge for the firm amidst an ever changing business environment.

Table 3 above indicates that out of the 36 respondents, 17(47.2%) strongly agreed to the statement that centenary bank carries out strategic decisions that are of high value and that guide the overall direction of the organization while 16(44.4%) agreed to the statement, 1(2.5%) neither agreed nor disagreed and lastly 2(5.6%) disagreed to the statement. This implies that indeed strategic decisions are so paramount in an organization in that they give the organization a sense of direction. According to snow (2003b), strategic decision making are those that determine the overall direction of an organization and its ultimate viability in light of the predictable, unpredictable and the unknowable changes that may occur in its most important surrounding environment.

In reference to table 3, it indicates that 4(11.1%) strongly agreed and disagreed with the fact that ethical issues, corporate culture and stakeholder expectations are some of the external factors to be taken into consideration when implementing strategic decisions.21(58.3%) of the respondents just agreed to the statement, 6(16.7%) neither agreed nor disagreed while 1(2.8%) of the respondents strongly disagreed because there are other factors that should be put into consideration other than ethical issues, corporate culture and stakeholder expectations. However majority agreed because these factors should be considered while trying to implement strategic decisions in that the firm must first and foremost cater for the desires of its primary stakeholders where these are individuals and institutions who have vested their interests in the performance of the firm and how it uses its resources (Mejia, Balkin and Cardy 2008).

According to the study, most of the respondents said that strategic decisions are first made by the top managers at the strategic level that is they are made from Mapera House where the main branch is and are made by the top managers and are implemented by the employees at lower levels in the path of achieving the organizational objectives as may be directed by the board and the top management.

Other respondents said that strategic decisions are implemented through taking actions of the plans that may be discussed by the top organizational managers. This means that the top executives are the ones that make strategic decisions because they focus on far reaching decisions such as organizational goals, strategies, mission, policies and objectives and have a long planning horizon based on forecasts and comprehensive information (Hulshaf et at 2012) cited in Elina's work (2013).

Finally, strategic decision making and managers cannot be separated but they go inline together. This is because organizational concern is on its performance and thus strategic decisions are considered crucial to managers that manage the organization in that they have to make decisions in order to ensure that they work with the zeal to manage the turbulences of the organization.

Strategic decisions are those that affect the direction of the firm. These major decisions concern areas such as new products and markets, acquisitions and mergers, subsidiaries and affiliates, joint ventures and strategic alliances, and other matters. Strategic decision making is usually conducted by the firm's top management, led by the CEO or president of the company whereby in markets characterized by extreme competition and a rapid pace of change, companies are being forced to compete on the edge. Their strategic thinking can no longer be limited to identifying promising industries, core competencies, and strategic positions. Rather, top management is engaged in creating a continuing flow of temporary and shifting competitive advantages relative to other competitors and the market being served. As a result, greater emphasis is placed on efficient strategic decision making to create effective strategies (David 2007)

Thus due to the demands of globalization, managers make several strategic decision makings in their managerial functions because they are affected with several factors both internal and external in their strategic decision makings for the organization of which these factors will directly and indirectly affect their well-being of the organization.

4.3 Tactical decisions and organizational performance

These decisions relate to the implementation of strategic decisions. They are directed towards developing divisional plans, structuring workflows, establishing distribution channels, acquisition of resources such as men, materials and money. These decisions are taken at the middle level of management. Tactical decisions are associated with tactical planning that takes the organizations strategic plan and sets forth specific short term actions and plans usually by the organizations department or function to meet the organizational objectives in terms of performance. The tactical planning horizon is shorter than the strategic plan horizon and they are flexible in that they allow for unanticipated events (Lisa, 2014)

Table 4: Tactical decisions are those made focusing on management and control

	Frequency (No.)	Percentage (%)
Strongly agree	7	19.4
Agree	24	66.7
Neither agree nor disagree	5	13.9
Total	36	100.0

Source: field data 2016

According to table 4 above, 7(19.4%) of the respondents strongly agreed to the statement that tactical decisions are those that are made focusing on management and control while 24(66.7%) just agreed, 5(13.9%) neither agreed nor disagreed but however none disagreed to the statement. This means that tactical decisions are too crucial in that they help in controlling and managing the organizational performance. This is because tactical are medium term decisions thus whereas a misguided strategy could take an organization in entirely the wrong direction and lead to failure, a misguided tactical would have a more limited impact on the organizational performance due to the fact that strategies are usually in place for a long period of time and tactics tend to be adjusted or changed (Anon, 2014)

Table 5: Technical plans help the organization to find inefficiencies in its operations

	Frequency (No.)	Percentage (%)
Strongly agree	9	25.0
Agree	20	55.6
Neither agree nor disagree	5	13.9
Disagree	1	2.8
Strongly disagree	1	2.8
Total	36	100.0

Source: field data 2016

From the table 5, statement two that says tactical plans are beneficial to the organizations because the steps developed in the plan help management to find inefficiencies in its operations was mostly agreed to by most respondents where 9(25.0%) of the respondents strongly agreed with the statement, 20(55.5%) agreed because steps followed when developing tactical plans help the management in detecting some inefficiencies in their operations while 5(13.9%) neither agreed nor disagreed and 1(2.8%) disagreed and also strongly disagreed with the statement because sometimes inefficiencies may not be detected until something bad happens.

Table 6: Tactical decisions offer an opportunity for decision management system

	Frequency (No.)	Percentage (%)
Strongly agree	4	11.1
Agree	17	47.2
Neither agree nor disagree	11	30.6
Disagree	3	8.3
Strongly disagree	1	2.8
Total	36	100.0

Source: field data 2016

In reference to table 6 above, 4(11.1%) strongly agreed with the fact that tactical decisions are not as of high volume as operational decisions but are often of slightly greater value and still offer an opportunity for decision management systems .17(47.2%) of the respondents agreed to the statement because tactical decisions are made focusing on management and control meaning that they contribute a greater percentage towards the organizational performance, 11(30.6%) neither agreed nor disagreed while 3(8.6%) and 1(2.8%) disagreed and strongly disagreed with the statement respectively in that tactical decisions may not be of greater value like operational decisions especially during the normal course of business operations.

Table 7: Centenary bank carries out tactical decisions at the middle level of management

	Frequency (No.)	Percentage (%)
Strongly agree	16	44.4
Agree	12	33.3
Neither agree nor disagree	5	13.9
Disagree	3	8.3
Total	36	100.0

Source: field data 2016

Table 7 above indicates that out of the 36 respondents, 16(44.4%) strongly agreed to the statement that centenary bank carries out tactical decisions at the middle level of management and that those decisions are made repeatedly during the normal course of the operations while 12(33.3%) just agreed to the statement, 5(13.9%) neither agreed nor disagreed 3(8.3%) disagreed to the statement while none strongly disagreed with the statement. It is true that these decisions are made at the middle level of management a reason why majority agreed with the statement but however sometimes they may not be repeated during the normal business course a reason why some other few disagreed. This is in line with Chad (2010), who said that tactical decisions relate to the implementation of strategic decisions and are directed towards developing divisional plans, structuring workflows, establishing distribution channels, acquisition of resources such as men, materials and money and are taken at the middle level of management.

Table 8: Tactical decisions are medium-value decisions that have significant organizational impact

	Frequency (No.)	Percentage (%)
Strongly agree	15	41.7
Agree	18	50.0
Neither agree nor disagree	2	5.6
Strongly disagree	1	2.8
Total	36	100.0

Source: field data 2016

Table 8 above indicates that out of the 36 respondents, 15(41.7%) strongly agreed to the statement that tactical decisions are medium-value decisions that have a significant impact on the organizational performance while 18(50.0%) agreed to the statement due to the fact that tactical decisions indeed have a great impact on the organizational performance in that they link strategic decisions to operational decisions. 2(5.6%) neither agreed nor disagreed, none disagreed whereas 1(2.8%) strongly disagreed with the statement because tactical decisions may not have a greater significant to the organizational performance as operational ones.

Table 9: Tactical decisions should/must be made every month or every week

	Frequency (No.)	Percentage (%)
Strongly agree	6	16.7
Agree	21	58.3
Neither agree nor disagree	6	16.7
Disagree	2	5.6
Strongly disagree	1	2.8
Total	36	100.0

Source: field data 2016

According to table 9 above, 6(16.7%) of the respondents strongly agreed to the statement that tactical decisions should/must be made every month or every week while 21(58.3%) agreed because in most organizations, these decisions are made monthly basing on the strategic plan formulated, 6(16.7%) neither agreed nor disagreed, 2(5.6%) disagreed whereas 1(2.8%) strongly disagreed with the statement because tactical decisions are made at different time intervals in most organizations but does not necessarily have to be made every month/week.

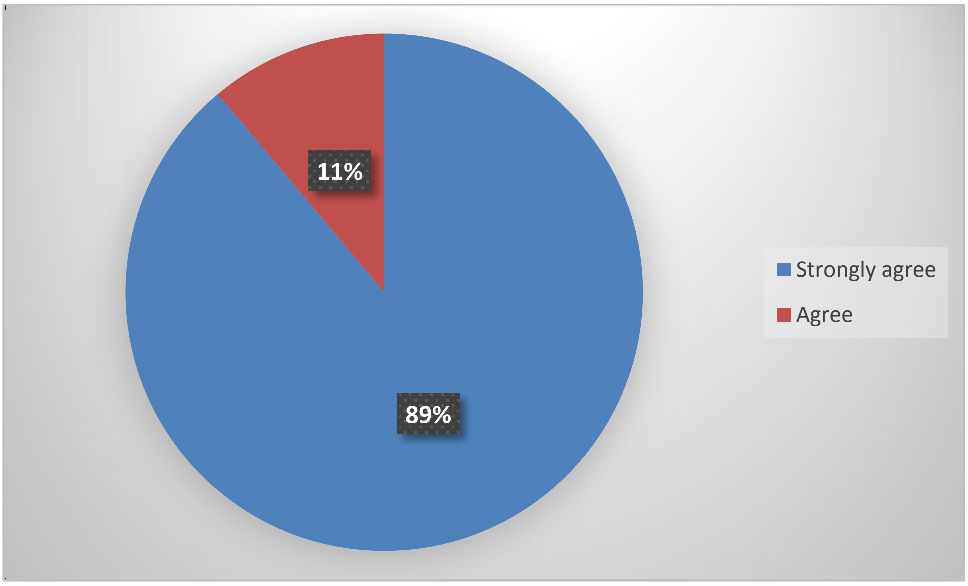
The respondents were also asked on how tactical decisions affect the organizational performance and they gave different views. All the respondents said that tactical decisions aid in management and control of the business that leads to higher profits because they are made focusing on control and management and that hey link operational decisions to strategic decisions.

In conclusion therefore, tactical decisions should be made in such a way that they ensure to achieve overall mission objectives in the real time in the dynamic environments and all the decision makers at all levels should be able to co-ordinate their actions extensively and be prepared to adapt their schedules in order to ensure good performance outcomes that will enable the organization gain competitive advantage (Feili, Fang and Pattipati, 2008).

4.4 Operational decisions and organizational performance

Tatum et al. (2003) stated that managers make day-to-day decisions, or resolve immediate problems so as to achieve overall organizational performance. They also elaborated that managers have different decision styles due to the amount of information, number of alternatives, and attempt to integrate and coordinate multiple sources of input. Vroom (2003) in his study quoted Nutt (2002) on a study of 400 decisions that had been made by manager in medium to large organizations in the USA, Canada and Europe. Surprisingly, half of the decisions failed; either never implemented or subsequently unraveled during the two-year observation period.

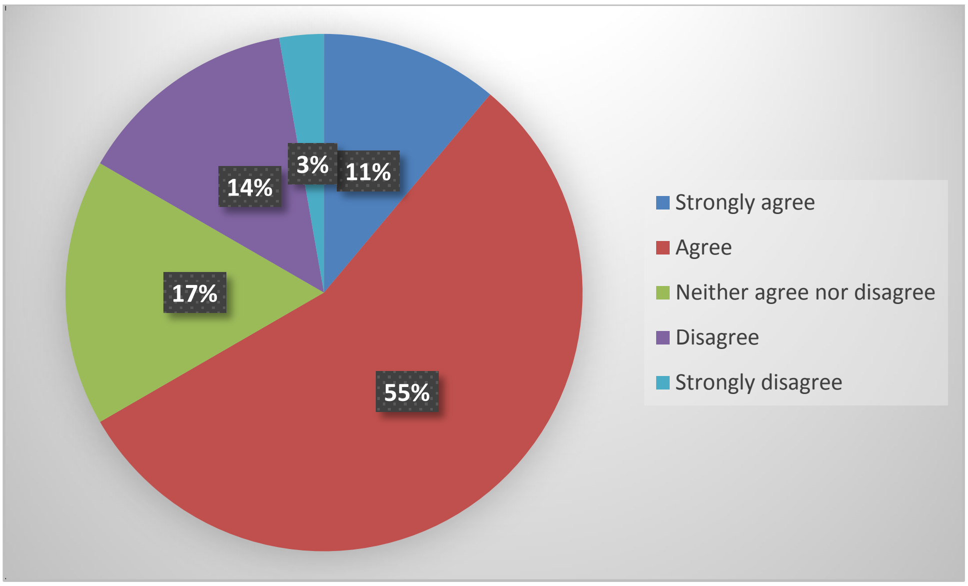
Pie-chart 2: Operational decisions regulate day to day output



Source: field data 2016

From the pie-chart above, statement one thought the respondents view about the statement that operational decisions regulate day to day output relative to schedules, specifications and costs and all the respondents agreed to the statement. That is 32(89%) and 4(11%) of the respondents strongly agreed and agreed with the statement respectively and none disagreed with the statement. This means that indeed operational decisions regulate day to day operations of the organization. According to (Smriti, 2012), operational decisions relate to day-to-day operations of the organization and they have a short-term horizon as they are taken repetitively. These decisions are based on facts regarding the events and do not require much of business judgment thus they are taken at lower levels of management. As the information is needed for helping the manager to take rational, well informed decisions, information systems need to focus on the process of managerial decision making.

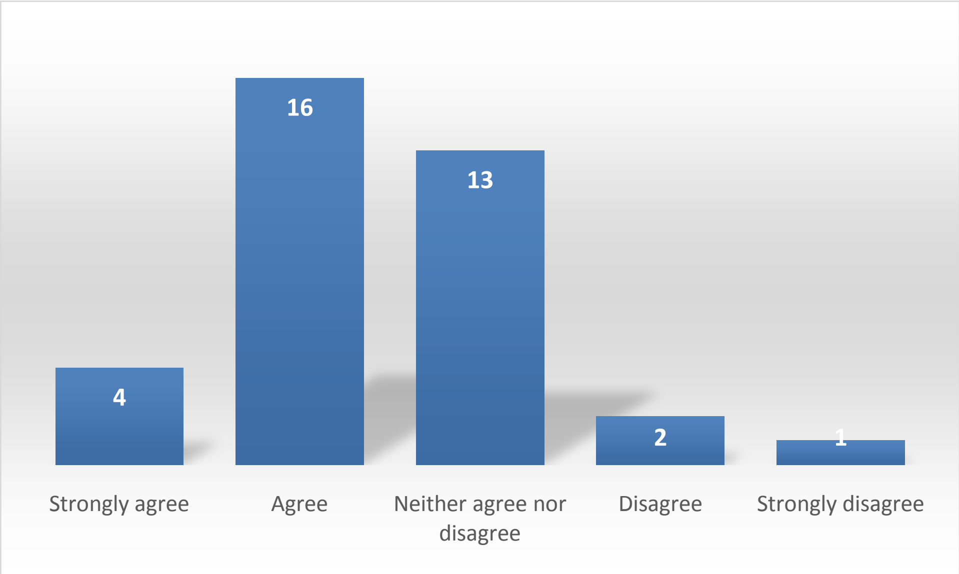
Pie-chart 3: Operational decisions relate to a single customer or transaction



Source: field data 2016

In reference to pie-chart 3, it indicates that 4 (11%) strongly agreed with the statement that centenary bank carries out operational decisions that are of lower value and typically relate to a single transaction or customer, 20(55%) of the respondents just agreed to the statement, 6 (17%) neither agreed nor disagreed while 5 (14%) and 1(3%) disagreed and strongly disagreed with the statement respectively. Majority of the respondents agreed because operational decisions indeed relate to a single transaction/customer for example a loans manager might decide to give a loan worth 30 million Ugandan shillings to a particular customer depending on the prevailing conditions and the financial status of that customer.

Bar graph 3: Operational planning links strategic goals and objectives to tactical goals and objectives



Source: field data 2016

Bar graph 3 above indicates that out of the 36 respondents, 4 (11.1%) strongly agreed to the statement that operational planning is a process of linking strategic goals and objectives to tactical goals and objectives while 16 (44.4%) just agreed to the statement, 13 (36.1%) neither agreed nor disagreed, 2 (5.6%) disagreed whereas 1(2.8%) strongly disagreed with the statement. This is because operational Plan presents highly detailed information specifically to direct people to perform the day-to-day tasks required in the running of the organization thus Organizational management and staff should frequently refer to the operational plan in carrying out their everyday work because it provides the what, who, when and how much.

According to the business case studies (2014), Operational planning is the process of planning strategic goals and objectives to tactical goals and objectives and it describes milestones, conditions for success and explains how, or what portion of, a strategic plan will be put into operation during a given operational period, in the case of commercial application, a fiscal year or another given budgetary term. Operational plans should establish the activities and budgets for each part of the organization for the next 1 – 3 years thus linking the strategic plan with the activities the organization will deliver and the resources required to deliver them.

Table 10: Skills and experience are mostly needed / required when formulating operational decisions

	Frequency (No.)	Percentage (%)
Strongly agree	4	11.1
Agree	16	44.4
Neither agree nor disagree	5	13.9
Disagree	9	25.0
Strongly disagree	2	5.6
Total	36	100.0

Source: field data 2016

According to table 10, a statement that skills and experience are mostly needed / required when formulating operational decisions was agreed by some respondents and disagreed with some others. where only 4 (11.1%) strongly agreed, 16(44.4%) agreed while 5(13.9%) disagreed in addition to 2(5.6%) who strongly disagreed with the statement meaning in most cases skills and experience does not lead to effective operational decisions that may lead to the overall organizational performance. This means that decisions either strategic, tactical or operational may depend on the skills of the people involved that is if people who are involved in decision making are unskilled, they may lead to poor organizational performance but however if they are knowledgeable and skilled as far as decision making is concerned, they will make good quality decisions that may boost the overall performance of the organization.

Thus skills are crucial when formulating operational decisions because if someone does not have h knowledge to do something, s/he will not be able to do it. In other words, skills and experience should be one of the required for an employee at the lower level because decisions made at this level have a significant impact on the overall organizational performance.

Table 11: Operational decisions involve an assessment of risk like loan default or credit risk

	Frequency (No.)	Percentage (%)
Disagree	15	41.7
Neither agree nor disagree	10	27.8
Disagree	8	22.2
Strongly disagree	3	8.3
Total	36	100.0

Source: field data 2016

Table 11 above indicates that out of the 36 respondents, none strongly agreed to the statement that operational decisions in most cases involve an assessment of risk like loan default or credit risk while 15(41.7%) just agreed to the statement, 10(27.8%) neither agreed nor disagreed, 8(22.2%) disagreed whereas 3(8.3%) strongly disagreed with the statement.

Operational decisions occur on a daily basis and are made considering the risk to the business. Often these decisions are administrative in nature and can be implemented quickly and tend to carry little risk.

The statement that sought respondents view on whether operational decisions are crucial to the effective operations of an organization and thus having a big impact on the overall performance collected many replies where majority of the respondents said that indeed it's true that operational decisions are crucial to the effective operations of the organization.

This is because according to Tera (2004), Operational decisions are of high-impact, in that they affect profitability thus needs to be made with a high level of accuracy and precision.

Finally, Managers at all levels must make decisions on behalf of a company. The difference between decisions at various levels lies in the scope of the choices made. Long-term decisions affecting the company as a whole belong to the highest management levels, while decisions affecting day-to-day operations fall to bottom management. All decisions relate directly or indirectly to broader management functions: planning, organizing, leading, staffing and controlling. Different management levels spend more time on certain functions than on others.

The quality of a company's decision making helps it gain an advantage over competitors. Business decisions must reflect an organization's aims (its purpose), such as to maximize returns for its shareholders. They should also relate to its objectives (its goals), such as to be the market leader in its field. To achieve its aims and objectives, a business puts in place strategies. This approach applies regardless of the size of the business. In addition, all decisions must be driven by a strategy if the organization is to deliver effectively. Although some organizations may probably focus on getting major strategic decisions correct, they might also struggle to keep their operational activities-the way front-line members of staff and applications behave-synchronized with their strategic plans.

Thus the decision that a manager has to take may range from setting of goals and targets for the entire business enterprise to specific decisions regarding day-to-day activities. Some of them may have only short-term implications, while others may have long-term implications on the enterprise. From these points of view, managerial decisions can be broadly classified into three categories, namely, strategic, tactical and operational decisions that all may have a significant impact on the organizational performance.

CHAPTER FIVE

SUGGESTIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter comprises of the summary of the findings, conclusions and the recommendations on organizational performance in CERUDEB with particular emphasis on decision making. These will be important to organizations in managing their performance through decision making.

5.1 Summary of the finding

This study answered three research questions: (i) what is the effect of strategic decisions on the organizational performance? (ii)To what extent do tactical decisions affect organizational performance? (iii)What impact does operational decision have on the organizational performance? Three independent variable; profitability, turnover and asset base were used and the data used in the study was from CERUDEB Kabale with a sample size of 36 respondents.

5.1.1 Demographic characteristics

The research findings reveled that CREUDEB employs more females that is 24(67%) out of 36 respondents because females are more interested with financial matters. It also revealed that most employees are aged 36-45 years with a percentage of 21(58%) because these are usually strong and passionate as well as committed their jobs.

5.1.2 Strategic decisions and organizational performance

The research findings indicate that strategic planning is the core of everything whereby top managers make strategic plans basing on the organizational objectives and goals. This plan can go for about 3-5years in most organizations however it can go beyond 5 year but this can be problematic in that it is hard to see far in the future.

In reference to ethical issues, corporate culture and stakeholder expectations, the respondents said that the bank managers have tried to embrace them when formulating strategic decisions that is 25(69.4%) out of 36 respondents agreed that indeed centenary bank is trying to embrace these factors a reason why it had expanded worldwide with 62 branches in Uganda by June 2014.

Also strategies have been put in place to curb down the competition from other banking institutions a reason why CERUDEB is currently the leading financial institution with about 40% of the total market share in the banking industry.

5.1.2 Tactical decisions and organizational performance

The findings revealed that tactical decisions are so crucial towards the organizational performance in that they are made at the middle level and a misguided tactical decision would affect the organizational performance drastically. This is because they are made focusing on management and control. Some of the respondents that is 20(50.5%) out of 36 said that through tactical decisions, inefficiencies within the system can be identified that would lead to organizational failure.

5.1.3 Operational decisions and organizational performance

The research findings found out that operational decisions are made at the lower level of management and these are usually made by line managers like the tellers, cashiers among others. Concerning single transaction and customer the findings that is 25(69.4%) out of 36 respondents said that these decisions relate to a single transaction that an employee may be going to perform like giving out a loan to a customer by a loans officer thus leading to assessment of risk.

5.2 Conclusions of the study

The study findings indicate that organizational performance is greatly influence by decisions made by managers at different levels. This is because for any work to be done there must be decisions made first of which poor decisions may lead to poor performance. From the research survey CERUDEB has experienced significant changes since its inception. For instance in 1999 it had only nine (9) branches but by June 2014, it had a network of 64 bank branches together with 147 linked automated teller machines in central, western, northern and Eastern Uganda with nearly 1,240,100 deposit customers.

According to the research findings, it is concluded that CERUDEB employees more people in the loans and cashier departments that any other departments whereby out of 40 employees, loans department has 11, cashiers/tellers are 12 employees. It was also found out that the bank has more females than male, employees aged 36-45 that is 21(58%) out of 36 respondents because these are usually strong and passionate as well as committed to their jobs.

It has also been found that the strategic decisions in CERUDEB are made from the head office that is Mapeera house Kampala road where the top bosses are thus in branches, only operational and sometimes tactical decisions are made. Also the financial statements for the branches are not published but only consolidated financial statements are published after they have been audited by professional auditors.

From the research survey carried out, it is concluded that tactical decisions have been beneficial to the management of CERUDEB in that these decisions link those made at the top level with those at the lower level. It is also through these decisions that inefficiencies can be determined within the operations of the bank (CERUDEB)

On the side of operational decisions, it has been concluded that these have helped the employees of CERUDEB within their daily operations that have helped them to achieve a drastic improvement in their financial performance like in 2006 their profit after tax increased from UGX 5.3billion to UGX 8.6 billions

5.3 Recommendations

For the case of gender , CERUDEB managers should somewhere be considerate about gender balance because men sometimes tend to be stronger than women and so could be resistant to hardships which usually force women employees quit their jobs. This is because from the research it was found out that CERUDEB employs more females than males.

CERUDEB management should increase on the numbers of employees in the customer care department because they play a bigger role in collecting information about customers through their daily contacts with the customers. An increase on the number of employees in this department would help in increasing its market base.

Management of CERUDEB should also consider employing more people aged 45years and more because in most cases the old aged employees have more knowledge and experience about what they do and usually help in time of resolving issues and providing proper advice on challenges usually faced by banks.

Management of centenary bank should also consider putting up more measures that are motivating in order to retain its dedicated and experienced staff, as well as attracting new and highly skilled employees.,

Management should be more careful when implementing the related strategies because the future of the bank is in hands of the management depending on how they implement strategies. This means that the better the way the strategies are implemented the better the future of the bank and the worse the way strategies get implemented the worse it becomes the future of the bank.

5.4 Areas of further research

Further research could be on financial management and organizational performance especially financial institutions because credit creation is the major thing in these institutions especially banks.

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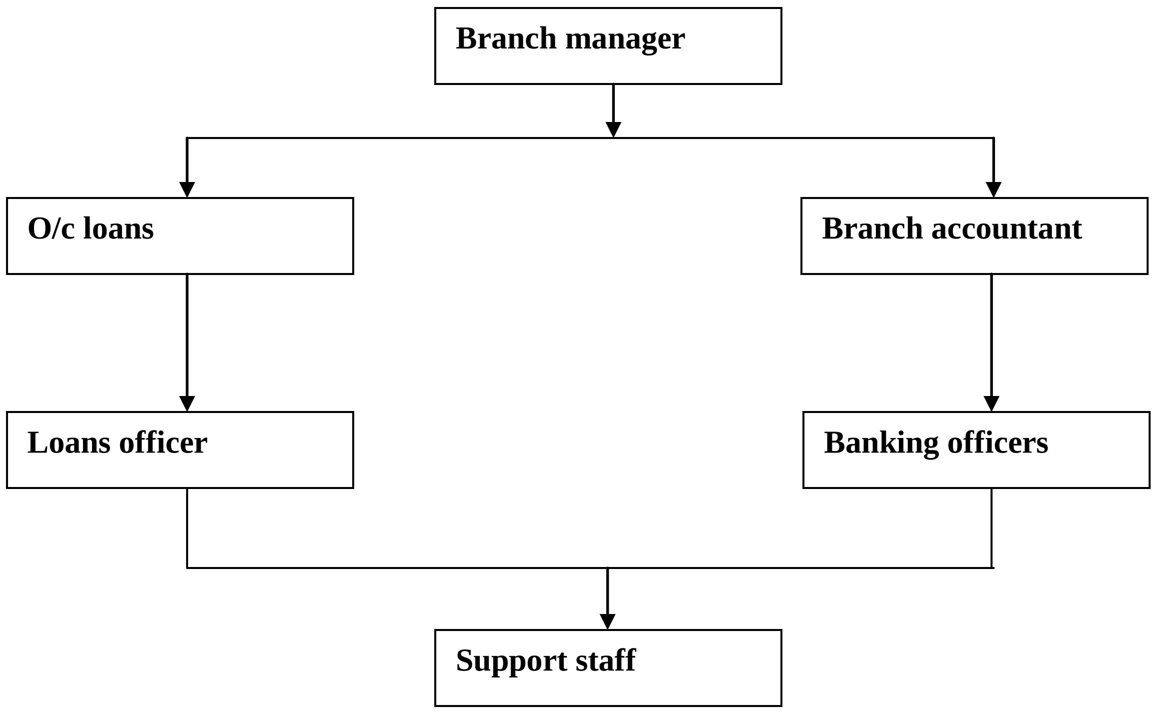
APPENDICES

Appendix I: Management organizational structure at branch level



Appendix II: Research questionnaire

UGANDA MARTYRS UNIVERSITY

FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT

(A Research questionnaire to be filled in by the staff Centenary Bank- Kabale branch)

TOPIC

DECISION MAKING AND ORGANIZATIONAL PERFORMANCE

CASE STUDYOF CENTENARY BANK KABALE BRANCH

Dear sir/madam,

I am Orikiriza Illuminate pursuing a bachelor's degree in Business administration and management at Uganda Martyrs University registration No. 2013-B021-10202. I am carrying out a study on decision making and performance of organizations.

This study is intended to find out the effect of decision making on the organizational performance. This research is completely for academic purposes and the information held in it will be taken confidentially.

Therefore all the assistance from you will be highly appreciated and of great importance in the results of this study and I kindly request you to please spare a few minutes of your great time to answer the following questions to help me through ticking where appropriate.

Thank you very much and may God bless you.

PART A: BIO DATA

1. Name (optional)…………………………………………..

2. Gender

a) Male ☐ b) Female ☐

3. Age.

a) 18-25year ☐ b) 26-35years. ☐ c) 36-45years ☐ d) 46 and above ☐

4. Working experience.

a) Less than 1 year ☐ b) 1-5years ☐ c) 6-10years ☐ d) 11 and above ☐

5. Working department.

a) Loans department ☐ b) cashier/teller ☐

c) Customer care department ☐ d) Risk management department ☐

e) Others specify ☐

6. Education level.

a) Diploma ☐ b) Degree ☐ c) Masters ☐ d) Others specify ☐

PART B: STRATEGIC DECISIONS AND ORGANIZATIONAL PERFORMANCE

Please tick the number that best describes your feelings. The number represents the following responses.

1. Strongly agree 2. Agree 3.neither agree nor disagree

4. Disagree 5.strongly disagree

Questions	1	2	3	4	5
7.Centenary bank uses the concept of strategic planning which implies managing day to and month to month in a way that focuses on the most important decisions					
8. the time frame for strategic decisions in most organizations is 3-5 years as it is appropriate for meaningful and long range planning					
9.competition and customers are some of the external factors that should be monitored to ensure quality of strategic decisions					
10. a strategy should be a central and integrated concept of how the organization will achieve its objectives					
11.centenary bank carries out strategic decisions that are of high value and that guides the overall direction of the organization					
12.when implementing strategic management/decisions some factors like ethical issues, corporate culture and stakeholder expectations are taken into consideration					

13. How are strategic decisions implemented and who implements them?

…………………………………………………………………………………………………

………………………………………………………………………………………………..

PART C: TACTICAL DECISIONS AND ORGANIZATIONAL PERFORMANCE

Please tick the number that best describes your feelings. The number represents the following responses.

1. Strongly agree 2. Agree 3.neither agree nor disagree

4. Disagree 5.strongly disagree

Questions	1	2	3	4	5
14.tactical decisions are those that are made focusing on management and control					
15. tactical plans are beneficial to the organizations because the steps developed in the plan help management to find inefficiencies in its operations					
16.although tactical decisions are not as of high volume as operational decisions, they are often of slightly greater value and still offer an opportunity for decision management system					
17.centenary bank carries out tactical decisions at the middle level of management and these decisions are made repeatedly during the normal business operations					
18.tactical decisions are medium-value decisions that have a significant organizational impact					
19. tactical decisions should/must be made every month or every week					

20. How do tactical decisions affect the organizational performance?

…………………………………………………………………………………………………

……………………………………………………………………………………………………..

PART D: OPERATIONAL DECISIONS AND ORGANIZATIONAL PERFORMANCE

Please tick the number that best describes your feelings. The number represents the following responses.

1. Strongly agree 2. Agree 3.neither agree nor disagree

4. Disagree 5.strongly disagree

Questions	1	2	3	4	5
21.operational decisions regulate day to day output relative to schedules, specifications and costs					
22.centenary bank carries out operational decisions that are of lower value and typically relate to a single customer or transaction					
23.operational planning is a process of linking strategic goals and objectives to tactical goals and objectives					
24.skills and experience are mostly needed/required when formulating operational decisions					
25. In most cases, operational decisions involve an assessment of risk like loan default or credit risk.					

26. Operational decisions are crucial to the effective operations of an organization and thus they have a big impact on the organizational performance. Do you agree?

…………………………………………………………………………………………………
……………………………………………………………………………………………..

THANK YOU VERY MUCH.

Appendix III: An introductory letter

Uganda
Martyrs
University

making a difference

Office of the Dean
Faculty of Business Administration and Management

Your ref.:
Our ref.:

Nkozi, 24th February, 2016

To Whom it may Concern

Dear Sir/Madam,

Re: Assistance for Research:

Greetings and best wishes from Uganda Martyrs University.

This is to introduce to you ORIKIRIZA ILLUMINATE who is a student of Uganda Martyrs University. As part of the requirements for the award of the Degree of Bachelor of Business Administration and Management of the University, the student is required to submit a dissertation which involves a field research on a selected case study such as a firm, governmental or non governmental organization, financial or other institutions.

The purpose of this letter is to request you permit and facilitate the student in this survey. Your support will be greatly appreciated.

Thank you in advance.

UGANDA MARTYRS UNIVERSITY
OFFICE OF THE DEAN
25 FEB 2016
FACULTY OF BUSINESS ADMINISTRATION & MANAGEMENT
SIGN:............

Yours Sincerely,

Moses Kibrai
Dean

Uganda Martyrs University P.O. Box 5498 - Kampala - Uganda
Tel: (+256)038-410603 Fax: (+256) 038-410100 E-mail: bam@umu.ac.ug

Appendix IV: Krejice & Morgan (1970) table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: “N” is population size

“S” is sample size.