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DECISION MAKING STRATEGY AND EMPLOYEE ADAPTIVE PERFORMANCE IN WATER PRODUCING FIRMS IN RIVERS STATE

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ABSTRACT

This study examined the relationship between decision-making strategy and employee adaptive performance in water producing firms in Rivers State. The study was guided by 3 research objectives, research questions and hypotheses. This study was anchored on theory of planned behaviour and resource-based view theory. The study adopted a cross-sectional design. The population of this study consists of 282 staff of fifteen (15) registered and functional water producing firms in Rivers State, while a sample size of 165 was derived from the target population using Taro Yamene formula for sample size determination. The research data for the study was collected mainly from the primary source. The main data collection instrument for this study was a structured questionnaire. The research instrument was subjected to face and content validity. The Cronbach alpha coefficient was adopted in assessing the reliability of the study instrument. Univariate analysis was conducted using Mean and Standard Deviation while, the bivariate analysis was carried out using Pearson Product Moment Correlation Coefficient. The result showed a strong and positive relationship between decision-making strategy and measures of employee adaptive performance in water producing firms in Rivers State. It was concluded that proper decision-making strategy significantly improves employee adaptive performance in water producing firms in Rivers State. Based on the findings and conclusion, it was recommended that Management of water producing firms in Rivers State should be rational in decision-making processes in order to build trust and confidence among employees, which can foster a sense of commitment and loyalty to the organization.

Keywords: Decision Making Strategy, Employee Adaptive Performance, Creativity, Interpersonal Adaptability and Responsiveness

1 INTRODUCTION

The performance of employees in the workplace has become an important issue in today's fast-paced corporate environment. As the environment becomes more turbulent, employees' capacity to handle emergencies, learn quickly, and solve new problems is highly required (Charbonnier-Voirin & Roussel, 2012). Adaptive performance in the work environment refers to adjusting to and understanding change in the workplace. An employee who is versatile is valued and important in the success of an organization. Adaptive performance comprises the collection of behavioural responses in which individuals engage when anticipating or experiencing uncertainty. Adaptive performance reflects the need to clearly address employees' adaptability to the changes in the work environment. Employees' adaptive performance can also lead to organizational outcomes including managing change, organizational learning, and keeping up with changing customer expectations (Dorsey, Cortina, & Luchman, 2010). Despite its importance, employee adaptive performance remains a complex and multifaceted construct that is influenced by a variety of factors, including organizational culture, leadership style, job characteristics, and decision making (Meyer & Allen, 2011). Therefore, understanding the relationship between decision making strategies and employee adaptive performance becomes imperative for managers and organizations seeking to promote performance and engagement among their employees.

Research has shown that decision-making strategies can influence employee performance, job satisfaction, and motivation in the workplace (Hammill, 2023; Van & Van Den Bosch, 2012). Decision-making strategies involve collaboration, participation, and support for employee autonomy thereby leading to higher levels of employee commitment and job satisfaction (Levesque & McDougald, 2023). Conversely, decision-making strategies that involve coercion, authoritarianism, or a lack of transparency can reduce employee commitment and lead to higher levels of employee turnover and dissatisfaction (Harmon & Freeman, 2016). In the current business environment, understanding the relationship between decision-making strategies and employee commitment is essential for organizations seeking to maximize productivity and performance (Wesson & Smith, 2016). Decision-making and employee adaptive performance are critical components of organizational success in today's dynamic business environment. Proper decision making is essential for employee performance and long-term organizational sustainability (Meyer & Allen, 2017; Borg & Sauer, 2019). Decisions made by managers and leaders can have a significant impact on employee performance, as they influence factors such as workload, job security, and opportunities for career development (Levitt & March, 2018; Morgeson *et al.,* 2017). Research has shown that employee adaptive performance can be enhanced or undermined by decision-making strategies, depending on their focus, transparency, and alignment with organizational values (Roffey, 2016; Wesson & Smith, 2016). For instance, decision-making strategies that prioritize employee well-being, involve employees in decision-making processes, and promote organizational transparency and trust can enhance employee adaptive performance (Kesler *et al.,* 2014; Watson & Schneider, 2015). On the other hand, decisions that are made without employee input, or that prioritize short-term financial gain over employee welfare, can undermine employee adaptive performance and lead to disengagement, turnover, and poor organizational performance (Grant, 2019; Huselid *et al.,* 2017). Moreover, decision-making strategies that incorporate employee feedback, promote diversity and inclusion, and focus on long-term sustainability can enhance organizational reputation and competitiveness in the marketplace (Briggs & Block, 2013; Petrick & Siegel, 2017).

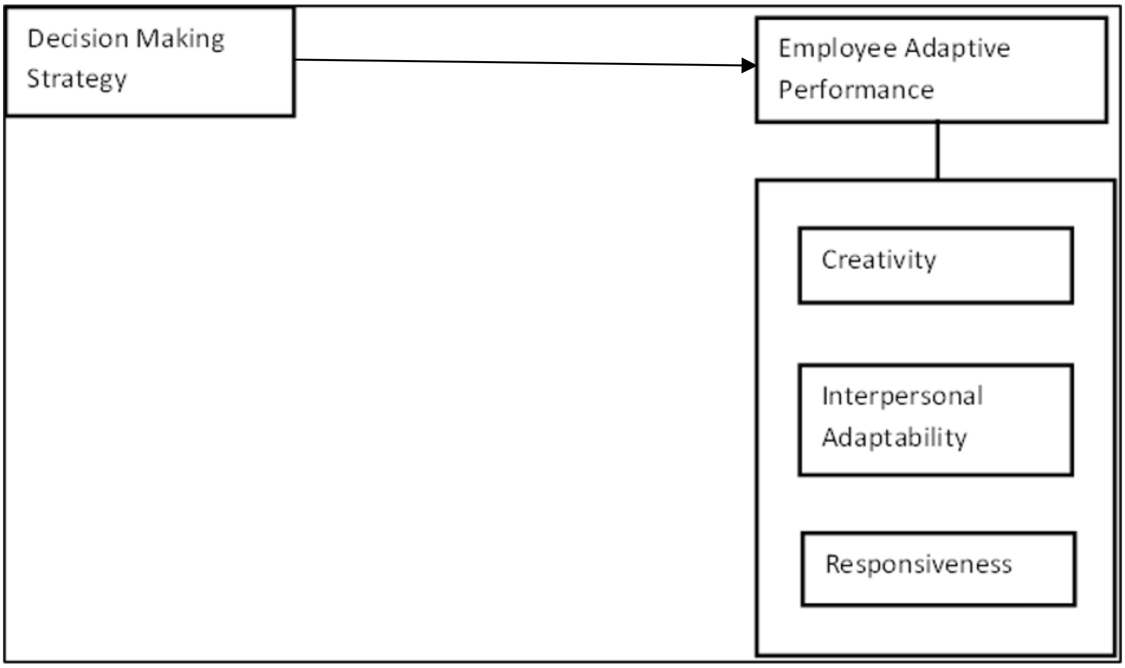
Extant studies on decision making have focused on decision making processes and practices (Njeri & Mududa, 2018, Emakwu, Faajir & Teryima, 2018, Machira & Kihumulo, 2014) with little focus on decision making strategies such as; rational, intuitive and dependent decision making. Additionally, studies done on decision making approaches were carried out in other developed countries (Murage & Okelo, 2016) with non-existing in developing countries like Nigeria. Furthermore, most studies done only focused on decision making strategies and practices in oil and gas sector, banking sectors, etc, leaving small businesses such as water producing firms aside (Usengumuremyi, 2020). Therefore, this study sought to fill these gaps by focusing on influence of decision-making strategy and employee adaptive performance in water producing firms in Rivers State.

1.1 Purpose of the Study

The purpose of this study was to examine the relationship between decision-making strategy and employee adaptive performance in water producing firms in Rivers State. Specific objectives include:

i. To examine the relationship between decision-making strategy and creativity in water producing firms in Rivers State.
ii. To ascertain the relationship between decision-making strategy and interpersonal adaptability in water producing firms in Rivers State.
iii. To determine the relationship between decision-making strategy and responsiveness in water producing firms in Rivers State.

1.2 Conceptual Framework



Source: Conceptualized by the Researcher (2026) with measures adapted from the works of Charbonnier-Voirin, *et al.* (2010)

Figure 1: Conceptual Framework for Decision Making Strategies and Employee Adaptive Performance

1.3 Research Questions

Based on the research objectives, the following research questions were posed;

i. What is the relationship between decision-making strategy and creativity in water producing firms in Rivers State?
ii. What is the relationship between decision-making strategy and interpersonal adaptability in water producing firms in Rivers State?
iii. What is the relationship between decision-making strategy and responsiveness in water producing firms in Rivers State?

1.4 Research Hypotheses

The following hypotheses were given in null form so as to achieve its stated objectives.

H_{01}: There is no significant relationship between decision-making strategy and creativity in water producing firms in Rivers State.

H_{02}: There is no significant relationship between decision-making strategy and interpersonal adaptability in water producing firms in Rivers State.

H_{03}: There is no significant relationship between decision-making strategy and responsiveness in water producing firms in Rivers State.

2 LITERATURE REVIEW

2.1 Theoretical Review

The study was guided by two theories which include theory of planned behaviour and resource-based view theory.

2.1.1 Theory of Planned Behaviour

The Theory of Planned Behavior (TPB) was propounded by Icek Ajzen (1985). TRA originally assumed that most behaviours of interest are those where the person has the resources, skills and opportunities to engage in their desired action. However, recognizing that this is often not the case, Ajzen (1988) proposed an extension of TRA – the Theory of Planned Behaviour (TPB). This added a further dimension to TRA – that of perceived control over the intended behaviour. Perceived behavioral control is influenced by internal factors (skills, ability, information, emotions) and external factors (opportunity to engage in the behaviour and the extent to which performing the behaviour depends on the cooperation of others). A person‟s perceived behavioral control reflects his/her beliefs about factors that may inhibit or promote the performance of the behaviour. Perceived behavioral control is posited to have a causal influence on intentions, but actual behavioral control also has a direct influence on behaviour.

In line with the theory of planned behavior, management of organizations can employ perceived behavioral control which is influenced by internal factors such as skills, ability, information, emotions, and external factors like opportunity to engage in the behaviour and the extent to which performing the behaviour depends on the cooperation of others in analyzing views of stakeholders during decision making (Armitage & Connor, 2001; de Wit & Stroebe, 2004). The foregoing is bound to enable them come up with decisions that would optimally be beneficial to the firm's performance. However, the Theory of Planned Behavior (TPB) is relevant to studying decision-making strategies and employee adaptive performance because it explains how attitudes, subjective norms, and perceived behavioral control influence intentions and actions, providing a framework for understanding and potentially influencing employee behavior in the workplace.

2.1.2 Resource-Based View Theory

This theory was propounded by Wernerfelt, (1984). The theory argues that a firm has the ability to achieve and sustain competitive advantage if it possesses resources that are valuable, rare, imperfectly imitable and non-substitutable. Not all resources are strategically relevant within an organization. The goal of an organization is to ensure it has access to and control of valuable resources by developing and securing all the relevant resources either internally or externally. If a firm possesses critical resources that have strategic value, it is better to retain the activity in-house. Internal knowledge is recognized as one of the organization's core resources, according to the company's resource-based approach. is an essential basis for competitive advantage (Barney, 1991; Barney *et al.,* 2001). According to the organization's resource-based approach, core competencies should be focused and developed through internal development. Long thought to be external to the organization, competitive advantage is now widely recognized as being both internal and external, and it may be achieved through human resource strategies that develop unique and valued employee-based resources (Collins, 2020).

Apparently, the resource-based theory of organizations' strategic decision-making holds grip on the principles of internal resources are key king makers. The principle, in express terms states that the growth or strength of organizations lies tenaciously in their operating internal resources contrary or opposed to/against their positioning in the organization external environment. This theory is relevant to the present study because it emphasizes the importance of internal resources and capabilities, including human capital, in achieving sustainable competitive advantage and improved employee adaptive performance.

2.2 Conceptual Review

2.2.1 Concept of Decision-Making Strategy

Decision making strategy refer to the systematic approaches used to make informed choices in the face of uncertainty. These strategies involve the identification and evaluation of options, weighing the potential risks and benefits, and selecting the most appropriate course of action (Ahmed & Omotunde, 2012). Decision-making strategy refers to the systematic and structured approaches used to make informed decisions (Papulová & Gazova, 2016). These strategies enable individuals to clarify their goals and objectives, identify relevant information, and evaluate options systematically (Arsham, 2020). Decision-making strategies can be broadly categorized into two types: rational and intuitive. Decision making strategies can be categorized into two types: prescriptive and descriptive. Prescriptive decision-making strategies provide rules or guidelines for making decisions, such as expected utility theory or game theory. Descriptive decision-making strategies, on the other hand, aim to describe and explain how people actually make decisions in practice, rather than prescribing what they should do. This includes decision theories such as bounded rationality and satisficing, which recognize that decision-makers often lack complete information and aim to find a good enough solution rather than the optimal solution (Albaadani, 2020). Understanding decision making strategies is important for improving decision-making processes in various domains, including business, healthcare, and public policy.

Decision making strategies are influenced by numerous factors, including cognitive biases, emotions, and cultural norms. Cognitive biases refer to systematic errors in judgment or information processing that can affect decision-making accuracy. Examples of cognitive biases include confirmation bias, anchoring bias, and overconfidence (Al-Shammari, 2018). Emotions can also play a significant role in decision making, influencing the evaluation of options and leading to impulsive or risk-averse behavior (Bennis & Townsend, 2011). Furthermore, cultural norms and values can shape decision-making strategies, with collectivist cultures tending to prioritize group interests and harmony over individual preferences and needs (Bennis & Townsend, 2011). Understanding these factors that influence decision making strategies can help individuals and organizations develop strategies for avoiding biases and making more rational and evidence-based decisions (Bisbe & Malagueño, 2012).

2.2.2 Employee Adaptive Performance

Historically, employee performance focused on two or more factors: (a) task performance and (b) contextual performance. Nevertheless, at present, the need for changes in organizations, particularly in the nature of work, has required the employee to demonstrate adaptive performance. These changes in business processes in organizations have led to the extension of the theoretical model of employee performance to include another dimension called adaptive performance. Since work settings now require employees to adapt to changing organizational requirements and opportunities in order to work effectively, scholars have identified adaptability as another critical component of performance that needs to be further understood (Tabiu *et al.,* 2020: 714).

Many researchers prefer to define adaptive performance as the ability of individuals or groups to change cognitions and behaviors to adapt to changing environments. However, others define adaptive performance as employees "modifying their behavior to meet the demands of a new situation, event, or changing environment" (Park *et al.,* 2020: 4). According to Kaya and Karatepe (2020), adaptive performance refers to the ability of employees to adjust their behavior in different personal situations. As for Tabiu *et al.,* (2020), they explain that adaptive performance in an organizational context means the level or degree to which an individual employee adapts to various changes in his role or work environment in order to meet the requirements of his organization or environment, or new events or situations in the workplace. According to Charbonnier-Voirin, *et al.* (2010), adaptive performance can be measured in terms of; creative problem-solving (i.e., the resolution of atypical, ill-defined and complex problems), dealing with uncertain or unpredictable work situations (i.e., the ability to adjust and solve unpredictable situations, shift focus and take reasonable action), learning new tasks, technologies and procedures (i. e., the ability to anticipate, prepare for, and learn skills needed for future job requirements), or handling work stress (i.e., the ability to remain calm under pressure, handle frustration, and act as a calming influence). Out of them we have selected creativity, interpersonal adaptability and responsiveness due to easily availability of the variable.

2.2.3 Creativity

Creativity means the production of novel and useful ideas in any domain. Creativity refers to the generation of novel, useful idea, and employees' ability to create new practical ideas. It is the start point of innovation. Creativity can be defined as the creation of something new which is in turn manifested in the act of starting up and running an enterprise (Lackéus *et al.* 2015). Creativity is therefore central to entrepreneurial process. It is that capability of an entrepreneur to venture into new business, to bring new products into the market, open new offices, branches, test new technology and venture into new markets. Creativity has been viewed as the construction of ideas or products which are new and potentially useful. These ideas can be internally or externally located, although the entrepreneur will tend to search and identify potential solutions shaped in part by internal competencies (Fillis & Rentschler, 2010).

According to Amabile (2016), creativity is the production of novel and useful ideas in any domain. Creativity plays an important role in new product development and creativity consist three techniques: brainstorming, visual confrontation, morphological techniques (Salavou, Baitas & Lioukas, 2004). According to Umoh (2019), creativity is a process by which a symbolic domain in the culture is changed. For example, creativity involves new songs, new ideas, and new machines. He added that creativity is marked by the ability to create and bring into existence, to invest into a new enterprise and to produce through imaginative skills. In a nutshell, creativity encompasses innovation.

2.2.4 Interpersonal Adaptability

Interpersonal adaptability has been conceptualized as a distinct component of individual adaptability (Ployhart & Bliese, 2006; Pulakos, *et al.,* 2020). Adaptability refers to the "an individual's ability, skill, disposition, willingness, and/or motivation, to change or fit different tasks, social, and environmental features" (Ployhart & Bliese, 2006, p. 13). Interpersonal adaptability can include the flexibility to act more or less dominant and friendly depending on the situation (Paulhus & Martin, 2018), adjust to a new reporting structure within a team (Kozlowski, Gully, Nason, & Smith, 2019), and adjust one's selling strategy to suit the demands of a customer (Spiro & Weitz, 2020). The commonalities between these definitions are that interpersonal adaptability is a conceptualization of interpersonal effectiveness that takes into account the appropriateness of individuals' interpersonal thoughts, and feelings of the person within a specific interpersonal interaction.

Interpersonal adaptability is the fit of an individual's interpersonal behavior, thoughts, and emotions within an interpersonal interaction in order to achieve the goals afforded by the situational demands of the interaction. This definition highlights five key components of our definition of interpersonal adaptability. 1. Interpersonal adaptability is a functional construct. 2. Interpersonal adaptability is multidimensional 3. Interpersonal adaptability occurs within an interpersonal interaction. 4. Situational demands can be conceptualized by the goals that they afford. 5. Interpersonal adaptability is a measure of fit. First, as a functional construct, interpersonal adaptability assesses interpersonal processes and skills within the context of situational demands. Second, interpersonal adaptability is multi-dimensional. Drawing upon Ployhart and Bliese's (2006) framework for individual adaptability, we conceptualize interpersonal adaptability as being a function of both interpersonal skills and interpersonal processes, such as situation perception and appraisal, and strategy selection.

2.2.5 Responsiveness

Responsiveness is the ability of a firm to respond to customers' needs in terms of quality, speed and flexibility and it is characterized by combined goals such as time, quality and flexibility (Asree, Zain, & Razalli, 2010). An organization's performance is often determined by its ability to respond quickly to changes in the business environment. Responsiveness enables organizations to detect market changes quickly, reconfigure their processes to meet new market requirements, share information across organizational units, take maximum advantage of information processing systems, and adopt new product and process technologies ahead of competitors (Hoyt, Huq, & Kreiser, 2007). The level of uncertainty in the operating environment of firms supports the assertion that responsiveness is a key determinant of competitiveness. It is an essential condition that allows firms to develop competitive advantage. Furthermore, organizational responsiveness includes employee response, response time, response speed, information integration and procedural response. Employee response: service personnel must have sufficient responsibility, flexibility and willingness to help customers. Responsiveness refers to the organization's propensity to act based on market information generated. It is the capacity for change expressed through its learning and the incorporation of related knowledge in the behaviour and actions of the organization (Hult *et al.,* 2005).

2.3 Empirical Review

Dris, Ogbonna, and Lee (2016) conducted a study on the relationship between decision-making power, decision-making processes, and employee commitment in Korean organizations. The study was a cross-sectional survey research design, which involved administering questionnaires to employees in Korean organizations. The study targeted employees from various industries in Korea, including manufacturing, service, finance, and retail. A total of 474 employees from 67 organizations participated in the survey. The researchers used a convenience sampling technique to recruit participants from different Korean organizations. The researchers used a questionnaire consisting of items measuring decision making power, decision-making processes, and employee commitment. The questionnaire was distributed to participants through online surveys, and collected data on a self-reported basis. The findings of the study showed that employees' perceptions of their decision-making power were positively related to their commitment to the organization. Additionally, decision-making processes that were democratic and participative were associated with higher levels of employee commitment. The researchers found that the relationship between decision-making power and employee commitment was moderated by job autonomy. Specifically, the relationship was stronger for employees with high job autonomy than for employees with low job autonomy. In addition, the researchers found that decision-making processes influenced employee commitment through their effect on organizational identification. Specifically, participative decision-making processes were found to increase employees' identification with their organization, which in turn increased their commitment to the organization. Overall, the findings of the study suggest that providing employees with decision-making power and implementing participative decision-making processes can enhance employee commitment in Korean organizations.

Arora and Sharma (2020) study used a cross-sectional survey design to investigate the relationship between decision-making strategies and employee commitment in Indian manufacturing organizations. The population for this study was employees working in Indian manufacturing organizations. A total of 305 employees from 12 manufacturing organizations were selected using convenience sampling. The researchers used questionnaires to collect data on decision making strategies and employee commitment. The questionnaires were administered to the employees either in person or through online surveys. The findings of the study showed a significant positive relationship between decision making strategies and employee commitment. Specifically, employee-centered decision-making strategies were found to have the strongest positive impact on employee commitment, followed by participative decision-making strategies. Arora and Sharma (2020) also found that the relationship between decision making strategies and employee commitment was mediated by employee empowerment and job satisfaction. Employee empowerment, which refers to the degree to which employees feel that they have the resources and authority to make decisions and take action, was found to partially mediate the relationship between decision making strategies and employee commitment. In addition, job satisfaction was found to partially mediate the relationship between employee empowerment and employee commitment. These findings suggest that employee-centered decision-making strategies can enhance employee empowerment and job satisfaction, leading to increased employee commitment in Indian manufacturing organizations.

Aladesoun, *et al.* (2020) determined the role of strategic decision making on employees productivity in Osun State, Nigeria. The company considered in this study is Omoluabi Holdings (Osun State Investment Company Limited). The research objectives include: to investigate the impact of strategic decision on organizations productivity in Omoluabi Holdings; examine if the success of Omoluabi Holdings is based on strategic decision; determine the operational efficiency of the strategic decision in Omoluabi Holdings; assess main factors that affect strategic decision at Omoluabi Holdings. Primary data was used for this study and 50 questionnaires were distributed among the respondents in Omoluabi Holdings. Data were analyzed using descriptive statistics while Chi-square was used to test hypotheses. The result of the hypotheses shows that Ho is rejected and H1 is accepted for all four hypotheses examined. Therefore, Strategic decision plays significant role on organizational productivity at Omoluabi Holdings, productivity and profitability of an organization is based on strategic decision at Omoluabi Holdings; there is operational efficiency of the strategic decision in Omoluabi Holdings and there are main factors that affect strategic decision at Omoluabi Holdings. it can be concluded that the strategic decisions making influencing employee productivity include improved infrastructural development, hiring of competent staff, improved academic performance, strategic plan implementation, increased number of staffs, and achievement of set targets and reduction of costs of running the organization. From the findings of the study, also it can be concluded that strategic decisions influence performance of organization through employee productivity.

Sev, *et al.* (2018) examined the impact of Managerial decision-making process on Organizational Performance attainment with a study of Nigeria Breweries Plc, Lagos and Guiness Breweries Nigeria Plc Lagos. The study adopted an empirical survey method with a view of eliciting relevant data for analytical purpose so as to answer several questions and attain the objectives of the study. Both primary and secondary sources of data collection were utilized for the study. Specifically for the primary source, five-point likert rating scale questionnaires were used in obtaining the opinions of the respondents. Two hypotheses were formulated and analyzed using Multiple Regression test. The study findings revealed that managerial decision making process adopted by Breweries firm i.e. programmed decision, non-programmed decision, and group decisions amongst others have impacted on the performance output of the organization in Nigeria. Second, finding revealed that judgment shortcuts, systematic biases, errors allowed by decision makers and managers have significantly distorted quality of managerial decision making processes on Performance attainment for the two Breweries manufacturing companies.

3 METHODOLOGY

The researcher adopted cross-sectional design, which is a type of quasi-experimental research design. The population of this study comprised of 282 staff of fifteen (15) registered and functional water producing firms in Rivers State. The justification for the choice of these fifteen (15) waters producing firms in Rivers State was based on their popularity, visibility and accessibility of their offices within the State, and had being in operation for 10-20 years, with staff strength of 15 and above, financial strength and customer base. A sample size of 165 was derived from the target population using Taro Yamene formula for sample size determination. The research data for the study was collected mainly from the primary source. The main data collection instrument for this study was a structured questionnaire. The research instrument was subjected to face and content validity. The Cronbach alpha coefficient was adopted in assessing the reliability of the study instrument. Univariate analysis was conducted using Mean and Standard Deviation while, the bivariate analysis was carried out using Pearson Product Moment Correlation Coefficient. All analyses were done through the application of Statistical Package for Social Science (SPSS version 27.0).

4 DATA ANALYSIS AND FINDINGS

The result for the univariate distribution for this study is presented in the table 1

Table 1: Univariate Distribution for the Study

	N	Minimum	Maximum	Mean	Std. Deviation
Decision Making Strategy	125	1.33	5.00	3.6773	0.74287
Creativity	125	1.00	5.00	3.7707	0.68052
Interpersonal Adaptability	125	1.33	5.00	3.7653	0.71093
Responsiveness	125	1.33	4.67	3.7280	0.79468
Valid N (listwise)	125				

Source: Survey Data (2026)

Table 1 above illustrates the result of the analysis for the distribution for the variables of the study. The distribution offers a summary position on the variables and their manifestations within the context of the water producing firms. The results indicate average positions which demonstrate participants' agreement and affirmation to evidence of decision making strategy in influencing measures of employee adaptive performance (creativity, interpersonal adaptability, responsiveness). Mean distributions and summaries for variables indicate substantial evidence of these variables within the target organizations.

Table 4.2: Correlations Matrix for Decision Making Strategy and Measures of Employee Adaptive Performance

		Decision Making Strategy	Creativity	Interpersonal Adaptability	Responsiveness
Decision Making Strategy	Pearson Correlation	1	0.756**	0.826**	0.800**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	125	125	125	125
Creativity	Pearson Correlation	0.756**	1	0.749**	0.764**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	125	125	125	125
Interpersonal Adaptability	Pearson Correlation	0.826**	0.749**	1	0.528**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	125	125	125	125
Responsiveness	Pearson Correlation	0.800**	0.764**	0.528**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	125	125	125	125

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Research Data 2026 and SPSS Output version 27.0

Table 4.2 illustrates the test for the three previously postulated bivariate hypothetical statements. The results are stated below:

- **H_0:1 There is no significant relationship between decision-making strategy and creativity in water producing firms in Rivers State**

The result as depicted in table 2 revealed that there is a strong and positive relationship between decision-making strategy and creativity in water producing firms in Rivers State. The data indicates that decision making strategy is significantly associated with creativity (where rho=.756 and P<0.05). The finding suggests that proper decision making strategy enhances employee adaptive performance which is measured in terms of creativity. Hence on the basis of the result, the null hypothesis (H_{01}) is rejected and the alternate accepted.

- **Ho:2 There is no significant relationship between decision-making strategy and interpersonal adaptability in water producing firms in Rivers State.**

The result as depicted in table 2 revealed that there is a very strong and positive relationship between decision-making strategy and interpersonal adaptability in water producing firms in Rivers State. The data indicates that decision making strategy is significantly associated with interpersonal adaptability (where rho=.826 and P<0.05). The finding suggests that proper decision making enhances employee adaptive performance which is measured in terms of interpersonal adaptability. Hence on the basis of the result, the null hypothesis (H_{02}) is rejected and the alternate accepted.

- **Ho:3 There is no significant relationship between decision-making strategy and responsiveness in water producing firms in Rivers State.**

The result as depicted in table 2 revealed that there is a very strong and positive relationship between decision-making strategy and responsiveness in water producing firms in Rivers State. The data indicates that decision making strategy is significantly associated with responsiveness (where rho=.800 and P<0.05). The finding suggests that proper decision making enhances employee adaptive performance which is measured in terms of responsiveness. Hence on the basis of the result, the null hypothesis (H_{03}) is accepted and the alternate rejected.

5 DISCUSSION OF FINDINGS

The result as depicted in table 2 revealed that there is a strong and positive relationship between decision-making strategy and creativity in water producing firms in Rivers State. The data indicates that decision making strategy is significantly associated with creativity (where rho=.756 and P<0.05). The finding suggests that proper decision making strategy enhances employee adaptive performance which is measured in terms of creativity. The result revealed that there is a very strong and positive relationship between decision-making strategy and interpersonal adaptability in water producing firms in Rivers State. The data indicates that decision making strategy is significantly associated with interpersonal adaptability (where rho=.826 and P<0.05). The finding suggests that proper decision making enhances employee adaptive performance which is measured in terms of interpersonal adaptability. The result also revealed that there is a very strong and positive relationship between decision-making strategy and responsiveness in water producing firms in Rivers State. The data indicates that decision making strategy is significantly associated with responsiveness (where rho=.800 and P<0.05). The finding suggests that proper decision making enhances employee adaptive performance which is measured in terms of responsiveness.

This result is in line with the study of Dris, Ogbonna, and Lee (2016) who conducted a study on the relationship between decision-making power, decision-making processes, and employee commitment in Korean organizations. The findings of the study showed that employees' perceptions of their decision-making power were positively related to their commitment to the organization. The researchers found that the relationship between decision-making power and employee commitment was moderated by job autonomy. Specifically, participative decision-making processes were found to increase employees' identification with their organization, which in turn increased their commitment to the organization. Overall, the findings of the study suggest that providing employees with decision-making power and implementing participative decision-making processes can enhance employee commitment in Korean organizations. Arora and Sharma (2020) study used a cross-sectional survey design to investigate the relationship between decision-making strategies and employee commitment in Indian manufacturing organizations. The findings of the study showed a significant positive relationship between decision making strategies and employee commitment. Specifically, employee-centered decision making strategies were found to have the strongest positive impact on employee commitment, followed by participative decision making strategies. Arora and Sharma (2020) also found that the relationship between decision making strategies and employee commitment was mediated by employee empowerment and job satisfaction.

6 CONCLUSION

Arising from the findings, the study concluded that proper decision making strategy significantly improves employee adaptive performance in water producing firms in Rivers State. The study has shown a strong, positive link between decision-making strategy and heightened employee adaptive performance, as it fosters a sense of responsibility, empowerment, and belonging. By making proper decision, organizations cultivate increased motivation, develop valuable skills, and improve overall productivity and performance. This collaborative approach strengthens the manager-employee relationship and promotes a positive work environment, leading to greater buy-in and dedication from the workforce.

Recommendations

Based on the findings and conclusion, it is recommended that;

- Management of water producing firms in Rivers State should be rational in decision-making processes in order to build trust and confidence among employees, which can foster a sense of commitment and loyalty to the organization.
- Management of water producing firms in Rivers State should allow employees to make intuitive decisions within their scope of work, allowing them to trust their instincts and expertise, which can enhance their sense of ownership and commitment.
- Management of water producing firms in Rivers State should provide training and support to help employees make decisions effectively without relying or depending on the superior. This can enhance their sense of control and commitment to the organization.

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