

Role of Brainstorming on Non-Programmed Decision Making In Central Bank of Nigeria

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Abstract: The purpose of this study was to evaluate the role of the brainstorming on non-programmed decision making in central bank of Nigeria. The specific objectives include to: Ascertain the effect of freewheeling attitude on stress positive achievements in central bank of Nigeria Ascertain the effective of generation of ideas on the rotation of praise and blame in central bank of Nigeria. Ascertain the effect of freedom of expression on of critical reports in central bank of Nigeria. The study had a population of 175 staff of Central Bank of Nigeria in Enugu state. The sample size of 122 was drawn using Freund and William's formula at 5 percent error margin. A survey design was adopted for the study. Instrument used for data collection was the questionnaire. A total of 122copies of questionnaire were distributed while 119 were returned. Three hypotheses were tested using regression, and with aid of Statistical Package for Social Science (SPSS).The findings indicate that Freewheeling attitude has positive significant effect on the stress positive achievement in central bank of Nigeria. $f(95, n = 122) = 276.613, p < 0.05$, that freewheeling helps managers to benefit from ideas of others, equally it is an innovative solution to managers. Generation of ideas have positive significant effect on the rotation of praise and blame in central bank of Nigeria. $f(95, n = 122) = 670.546, p < 0.05$, that showed that while brainstorming, wild ideas are generated, criticism are withheld, while combined and improved ideas are equally generated. Freedom of expression has positive significant effect on exclusion of critical reporters in central bank of Nigeria. $f(95, n = 122) = 276.613, p < 0.05$.The study concludes that Brainstorming is a popular tool that helps one or manager generate creative solution to a problem. So it is particularly useful when you want to breakout of state, established patterns of thinking, so that you can develop new ways of looking at things. The study recommends that adequate time should be spent on each of the decision making steps to ensure that the amount time allocated will at least solve a particular problem. Managers should list the criteria they will typically use to assess and evaluate alternatives and then critically evaluate the appropriateness cause of problems in a situation.

Keywords: Brainstorming, non-programmed, Decision.

INTRODUCTION

BACKGROUND OF THE STUDY

Brainstorming is a means of enhancing creativity that encourages group members to generate as many novel ideas as possible on a given topic without evaluating them. The major bottleneck in any planning or problem solving process is brainstorming or generating new ideas and options for specific actions and solution. Brainstorming is a group decision making process in which negative feedback on any suggested alternative by any group member is

forbidden until all members have presented alternatives that they perceives as valuable. It is also designed to encourage all group members to contribute as many viable decision alternatives as they can think of. In addition, during brainstorming, group members are encouraged to state their ideas, no matter how wild they may seem, an appointed group member records all ideas for discussion.

However, Michael and Wolfgang [1] declare that brainstorming is a group, or individual creativity

technique by which efforts are made to find a conclusion for a specific problem of gathering a list of ideas spontaneously contributed by its members. In addition, brainstorming techniques was developed by Alex Faickney Osborn, who is called “the Father of brainstorming”. The purpose of brainstorming is to improve problem solving by finding new or creative solution. In a brainstorming session, five to ten persons sit together. The leader of the group tells them the problem. All possible ideas are invited to solve the problem. All the ideas are discussed and analyzed. Finally, the best idea is selected. Brainstorming when it works, can be very effective for bringing the full experience and creativity to all the group to bear on an issue. When individual group members get stuck with an idea, another member’s creativity and experience can take the idea to the next stage. Group decision-making can therefore develop ideas in more depth than individual brainstorming. Brainstorming helps everyone involved to feel that they have contributed to the end solution, and it reminds people that other people have creative ideas to offer. Way’s more, brainstorming is fun and it can be great for team-building.

The study discusses on the nature of freewheeling attitude and stress positive achievements, generation of ideas on the rotation of praise and blame, freedom of expression on exclusion of critical reports that help reveal its complexities. Also, how managers can promote organizational learning and creativity and improve the quality of decision making throughout Central Bank of Nigeria. Finally, the role of brainstorming on non-programmed decision making in Central Bank of Nigeria.

Statement of the Problem

Decision making process in any organization is a prerogative of management. This is because decision made at top level management affects every worker in the organization. Everybody is expected to take order from the management in maximization of resources for better output. In Central Bank of Nigeria, decisions are made daily, while some are made on middle term bases, others are made on long term. Non-programmed decisions are made recurrently which affects daily customer’s reaction. Equally, decision makers face several dilemmas, such as having two or more alternatives appearing equally good. No one alternative can solve an issue or problem. No alternatives offering enough positive results to offset expected negative effects. The problem is to the decision maker how to solve complex, unstructured and ambiguous problems by breaking them into manageable parts to which they apply more structured approaches to decision making.

Moreover, the problem of determining organizational freewheeling attitude and stress positive

achievements, generation of ideas on the rotation of praise and blame, freedom of expression on exclusion of critical reports that help reveal its complexities, how best to finance operations, where to locate a new manufacturing plant, determining production schedule, selection of new employee and also deciding how pay raised and are being allocated. Furthermore, inadequate participation of stakeholders in decision making process, insufficient time spent on generating a range of possible solution and not following a proven decision making process.

Consequently, decision is made without using adequate steps in making sound decisions. It is against this backdrop that this research is undertaken to use brainstorming in Central bank Enugu in order to solve the issue of decision making.

Objectives of the Study

The general objectives of the study were to evaluate the role of the brainstorming on non-programmed decision making in central bank of Nigeria the specific objectives include to:

- Ascertain the effect of freewheeling attitude on stress positive achievements in central bank of Nigeria
- Ascertain the effective of generation of ideas on the rotation of praise and blame in central bank of Nigeria
- Ascertain the effect of freedom of expression on exclusion of critical reports in central bank of Nigeria.

Research Questions

The following research question guided the study

- What is the effect of freewheeling attitude on stress positive achievements in central bank of Nigeria?
- What is the effect of generation of ideas on the rotation of praise and blame in central bank of Nigeria?
- What is the effect of freedom of expression on exclusion of critical reporters in central bank of Nigeria?

Research Hypotheses

- Freewheeling attitude has positive significant effect on the stress positive achievement in central bank of Nigeria.
- Generation of ideas have positive significant effect on the rotation of praise and blame in central bank of Nigeria.
- Freedom of expression has positive significant effect on exclusion of critical reporters in central bank of Nigeria.

REVIEW OF RELATED LITERATURE

Concept of Brainstorming

Brainstorming is defined as “the mulling over of ideas by one or more individuals in an attempt to devise or find a solution to a problem”. With just this definition, it’s easy to see that brainstorming, and brainstorming successfully, is vital to the success of a business. Ideation, or commonly known as idea generation, is something of a commodity in business. There are a multitude of uses for brainstorming. Most people associate brainstorming with new product ideas or marketing campaigns – but brainstorming can also be used for tasks including internal procedures, company structure and written articles. It all depends on the type of business and the approach that business takes to collaborations [2].

Brainstorming is a widely used method to stimulate creativity in problem solving. In a structured session, people (usually in a group) generate as many creative ideas as possible. Social psychologists have mainly studied whether it is more effective to brainstorm in a group or alone, and have come to the counterintuitive conclusion that brainstorming often is better done alone. Underlying the brainstorming procedure are two basic principles. First, people are encouraged to come up with as many ideas as possible, because the more ideas, the more likely it is that good ideas are among them (“quantity breeds quality”). Second, although eventually the quality of ideas should be evaluated, idea generation and evaluation are strictly separated (“deferment of judgment”), because fear of negative evaluation interferes with people’s creativity. There is evidence for both principles: Quantity and quality of ideas are positively related, and fear of evaluation is bad for idea quality [3].

Brainstorming is usually done in groups, and much research has studied the effectiveness of group brainstorming. These studies have consistently revealed that people generate more ideas and better ideas when they brainstorm individually as compared to when they brainstorm in a group. In these studies, the number of ideas generated by a group is compared to the number of ideas of the same number of people who brainstorm individually. Counting duplicate ideas (ideas generated by more than one person) only once, results show that N individuals generate more ideas than an N-person group. The difference is quite large and increases with group size. One major factor that causes the so-called productivity loss of groups is production blocking: Group members have to wait for their turns to express ideas, because only one person can speak at any given time. Thus, group members block each other’s contributions, which hampers their idea generation [4].

At the same time, people generally think that their creativity is enhanced in a group and feel that overhearing others’ ideas is stimulating. And in fact,

this also is true: There is evidence that listening to others generating ideas helps one’s own idea generation. However, production blocking completely overrides these positive effects in normal brainstorming sessions. If ideas are not articulated aloud but are shared on pieces of paper (brainwriting) or through computers (electronic brainstorming), production blocking can be eliminated. Indeed, groups can be more productive than individuals when ideas are exchanged on written notes or through computers, rather than articulated aloud [4].

Concept of Non-Programmed Decision Making

Decisions related to structured situations, where the problem is more or less routine and repetitive in nature are known as programmed decisions. For example, problems related to leave are solved by policy relating to leave rules. Employees who take leave according to leave rules are granted leave and those who do not follow the leave rules may not be granted leave. The routine problems may not always be simple Tanuja [5]. Types of Decisions: Programmed and Non-Programmed. These decisions are taken in unstructured situations which reflect novel, ill-defined and complex problems. The problems are non-recurring or exceptional in nature. Since they have not occurred before, they require extensive brainstorming. Managers use skills and subjective judgment to solve the problems through scientific analysis and logical reasoning. Subjective judgment is based on assessment of the situation. In objective judgment (in case of programmed decisions), past experience forms the basis for decision-making. These decisions involve fair degree of uncertainty since outcomes of decisions are not always known. These decisions are based on partial ignorance as the alternatives and their outcomes cannot be known in advance. They are taken in the context of changing, dynamic environmental conditions [5]. The act of decision making from a business perspective is choosing an option from a list of alternatives that benefits the business the most. A decision made in business sometimes comes easily to a manager because it relates to a situation encountered before; this is a programmed decision. When a manager faces uncertainty and there is a higher level of risk involved regarding a decision, he must make a non-programmed decision using logic.

Non-programmed decisions involve scenarios that are new or novel and for which there are no proven answers to use as a guide. In such a case, a manager must make a decision that is unique to the situation and results in a tailored solution. Non-programmed decisions generally take longer to make because of all the variables an individual must weigh; and the fact that the information available is incomplete, so a manager cannot easily anticipate the outcome of his decision. An individual may make non-programmed

decision when she visits a new restaurant, is unfamiliar with the menu and the menu is in a language she does not understand. In the business world, the makers of the earliest personal computers had to make non-programmed decisions regarding the type of marketing to use to attract customers who possibly had never used a computer in the past. Fast-food companies also had to make a non-programmed decision regarding consumer concerns about high fat contents and lack of healthy menu options [6].

Programmed decisions are those that a manager has encountered and made in the past. The decision the manager made was correct because she used the assistance of company policies, computations or a set of decision-making guidelines. In addition to being well structured with predetermined rules regarding the decision-making process, programmed decisions may also be repetitive or routine as their outcome was successful in the past. It generally does not take a manager as long to come to a conclusion when faced with a business-related programmed decision because the challenge faced is not new. As a result, programmed decisions allow a manager to make streamlined and consistently effective choices.

Freewheeling Attitude on Stress Positive Achievement

A positive attitude can go a long way in helping you to deal with life's daily drudgeries more effectively and easily. Positive thinking brings in a whiff of optimism into your life and helps you to stay inspired and energized. It is natural for you to face failure and impediments; however, you can certainly overcome these and reach your goals only if you have the right kind of positive attitude towards life and work. And if you feel that you cannot really lift your spirits all by yourself, do join a positive thinking course that will teach how to stay positive and happy even during the darkest phases of your personal or professional life Lewis [7]. Achieving goals faster is all about better planning and timely execution. You can reach your target only when you can plan for the road ahead properly and work towards it diligently. However, disappointments and failures midway are expected and this can seriously jeopardise your chances of success. When you allow failure and negative feelings to overpower you; you cannot think or plan clearly.

A positive attitude can boost your energy, heighten your inner strength, inspire others, and garner the fortitude to meet difficult challenges. According to research from the Mayo Clinic, positive thinking can increase your life span, decrease depression, reduce levels of distress, provide greater resistance to the common cold, offer better psychological and physical well-being, reduce the risk of death from cardiovascular disease, and enable you to cope better during hardships and times of stress [8].

Generation of Ideas

Generation idea is the process of creating, developing, and communicating ideas which are abstract, concrete, or visual. The process includes the process of constructing through the idea, innovating the concept, developing the process, and bringing the concept to reality (Business Dictionary). Innovation is to a large extent considered a social and communicative process, and input from other individuals potentially improves the generation of novel and valuable ideas also in the early stages of idea creation and development. Both colleagues inside organizations and external parties have frequently been proposed as important sources of information and knowledge within this part of the innovation process. Therefore, Ideas are vital for organizations because they are the source for innovation and this in turn is endless source of competitive advantage. The correct definition of concepts not only allows the targeting of academic studies, but its future application in everyday life of organizations.

Generating ideas is the systematic process of creating and capturing ideas in accordance with the requirements set by the organization, and it includes elements related to creativity and details of the organizational structure to support the process [9] claim that almost all innovation processes include idea generation and selection of ideas or opportunities. All innovation is based on an idea that can be inside or outside the company. Verworn [10] reports that domestic inputs are the main sources of generating ideas, and highlights areas of marketing, sales, senior management and research and development inputs as great ideas.

Competitors may also provide new ideas. The knowledge of a competitor's product can instigate a team to create a new product or improve a product already marketed by the company [11]. Techniques and tools can be used to help in generating ideas. They increase the number and quality of ideas generated [12]. Thus, the generation of ideas is essential in the innovation process.

Management often, generating ideas is not the biggest problem, but selecting the ideas that are more aligned to the mission, vision and values of the company, so that these can materialize into successful innovation [13]. Since the processes of choosing ideas in the initial phase are critical due to the scarcity of information, accuracy in the selection of ideas in the initial phase should be smaller than in the development phase, otherwise any good idea can be lost due to their uncertainties [14]. Thus, the organization must have formal processes to evaluate these ideas still in the initial phase as well as resources such as time, money and people able to perform this selection, so that, later, the best ideas are developed.

Rotation of Praise and Blam

Blame and praise sometimes have a seemingly paradoxical effect: blame after failure sometimes leads to the impression that the recipient has a high ability. In contrast, praise after success can lead to an inference of low ability Kai Kaspar^{a,b}, Helena Stelz^a [15]. Praise and blame are closely connected with the concept of moral responsibility for an action, omission, or a trait of character. When someone is morally responsible for doing something wrong we say that his or her action is blameworthy. By contrast, when someone is morally responsible for doing something right, we may say that his or her action is praiseworthy. There are of course other senses of praise and blame that are not ethically relevant. One may praise someone's good dress sense, and blame the weather for the crop failure.

Praise and blame are closely connected with the concept of moral responsibility for an action, omission, or a trait of character. There are of course other senses of praise and blame that are not ethically relevant. One may, for example, praise someone's good dress sense, and blame the weather for the crop failure. This article will be exclusively concerned with praise and blame in their moral senses.

When someone is morally responsible for doing something wrong we say that his or her action is blameworthy. By contrast, when someone is morally responsible for doing something right, we may say that his or her action is praiseworthy. Being morally responsible is therefore a matter of being worthy of particular types of responses depending on whether one has done right or wrong. Praise-type responses are those that indicate a positive assessment of a person and/or action and include admiration, esteem, and when verbally expressed, praise and commendation. By contrast blame is connected to negative judgments of a person and/or action and include sentiments such as resentment and indignation. Praise and blame are therefore types of ethical responses involving attitudes directed at people who have acted in praise or blameworthy fashion [16].

Freedoms of expression on exclusion of critical reporters on the non-programmed decision making in Central bank of Nigeria

The freedom of expression is a pivotal component of our individual development – as human beings and as “political animals” – and to improve and radicalize democracies. The invention of the press therefore constitutes the turning point for the debates about freedom of expression. Guaranteeing each individual's right to freely seek, receive or impart information while interacting with other individuals ceased to be enough. It was necessary to go beyond, upholding this right allied by an intermediary that radically magnified the outreach of opinions, information and ideas: the mass media. Freedom of

expression has long been regarded as a fundamental right, one which is important in itself and also helps to defend other rights and freedoms. There are three reasons why freedom of expression is so crucial. Media constitute a space in which the debates and issues of a society can be articulated but are inevitably themselves actors in that conflict. To use sociological terms the media are both structure and agency. Policy makers tend to focus on the media's role in constituting the public sphere of society – how that can be fostered and nurtured in a way as to permit the expression of the fullest range of views. By public sphere is meant that range of communication outlets and media which enable a society to view the representations of itself [17]. The Importance of Self Regulation of the Media in upholding freedom of expression: Communication and Information.

Theoretical Framework Incremental Model

Incremental model holds that managers make the smallest response possible that will reduce the problem to at least a tolerable level. This approach is geared more toward achieving short-run alleviation of a problem than toward making decisions that will facilitate long-term goal attainment. Like the satisfying model, the incremental model does not require that managers process a great deal of information in order to take action. One researcher likened incremental zing to the actions of a homeowner who deals with the problem of insufficient electric outlets by using various multi outlet adapters, such as extension cords. In the long run, the homeowner's incremental decisions may prove to be unworkable, since additional pieces of electrical equipment. It splits the decision making process into smaller steps. These steps occur in three phase: identification, developing and selection. The decision makers are not fully rational and consider only a limited number of alternatives during each step. This method work by adding to a (project small incremental changes instead of a few (extensively planned) large.

Garbage can Model

The garbage-can model of decision making holds that managers behave in virtually in a random pattern in making non-programmed decisions. In other words, decision outcome occur chance, depending on such factors as the participants who happen to be involved, the problems about which they happen to be concerned at the moment, the opportunities that they happen to stumble upon, and the pet solutions that happen to be looking for a problem to solve. The garbage-can strategy, but this approach can also lead to serious difficulties.

Thus while the garbage-can approach can sometimes lead managers to take advantage of unforeseen opportunities, it can also lead to severe

problems from which it may be difficult to recover. The garbage-can approach is often used in the absence of strategic management.

Is an irrational method of decision making which assumes that problem, solutions and participants are disconnected and exist as separate organizational streams. This models, does not see decision making as a process as a sequence of steps that begins with a problem and end with a solution instead decision are the outcome of independent streams of event within an organization.

Satisficing Model or satisficing

Is a decision making strategy or cognitive heuristic that entails searching through the available alternations, until an acceptability threshold is met. Satisficing, is a combination of satisfy and suffice (satisfactory or adequate result, rather than the optimal solution. Rather than put maximum exertion towards attaining the most idea out-come, satisficing focuses on pragmatic effort (decision that are useful in practice) when confronted with tasks. It is aimed at taking decision that are right enough to tackle a situation though that are rational (capable of reasoning) not contradictory.

During the 1950s economist Herbert Simon began to study the actual behaviors of managerial decision makers. On the basis of his studies, Simon offered the concept of bounded rationality as a framework through which actual managerial decision making can be better understood. Bounded rationality says McJones [18] means that the ability of managers to be perfectly rational in making decisions is limited by such factors as cognitive capacity and time constraints. Bounded rationality describes the limited capacity of decision makers to process information. Most organizational decisions are made under conditions of bounded rationality. In general, the more complex a decision is or the longer the time frame of knowing the consequences, the more decision makers are limited by bounded rationality.

Rather than optimizing their decisions, Simon [19] argued, managers follow the satisfying model, which holds that managers seek alternatives only until they find one that looks satisfactory. Satisfying can be an appropriate decision-making approach when the cost of delaying a decision or searching for a better alternative outweighs the likely payoff from such a course. For example, if one is driving on an unfamiliar highway with only a little bit of gas left, it might be better to choose a gas station within sight than to hold out for one's favorite brand. On the other hand, managers sometimes make a habit of using the simplistic satisfying approach even in situations in which the cost of searching for further alternatives is justified given the potential gain. In searching for more

realistic description of how organization make decisions, we turn to the satisficing.

Empirical Framework

The relationship between brainstorming and decision making in non programmed decision making can be inferred through several other similar studies [20]. Contributed on the study of the effect of brainstorming when joint with decision making and organizational performance. This was a descriptive research with analytical studies. Statistical society of this research is 1281employees working in rural organization of Guilan Province. The researchers used a random classification sampling to select 204 rural personnel with probability proportionate. Questionnaire validity was confirmed by experts in the related field. The question of reliability is measured by Cronbach statistic; the results indicated high reliability. For data analysis, the researchers used SPSS18 software and Visual PLS 1.04. The findings revealed that it helps managers to solve problems, and innovate solutions. It helps managers to benefit from the ideas of others through the development built on them. It equally helps managers build relationship, more democratic and respectful in views regardless of the different points of view. Equally it foster and enhances communication skill, promote thinking and decision making skill.

Eric, Bernard and Wolfgang [21] conducted a study on the effects of problem scope and creativity instructions on idea generation and selection in Netherland. The basic assumption of brainstorming is that increased quantity of ideas results in increased generation as well as selection of creative ideas. Although previous research suggests that idea quantity correlates strongly with the number of good ideas generated, quantity has been found to be unrelated to the quality of selected ideas. This article reports the results of a brainstorming experiment aimed at increasing the average creativity of ideas and creative idea selection (rather than idea quantity). Problem scope (narrow vs. broad) and creativity instructions (emphasis on creativity vs. personal relevance) were manipulated. Results show that both narrow (vs. broad) problems and creativity (vs. relevance) instructions led to the generation of ideas that were more creative. However, only under creativity instructions did participants select more creative ideas.

Matti and Lassi [22] conducted a study on the exposure effects in design idea generation: unconscious conformity or a product of sampling probability? Finland. The process of idea generation in engineering design is sensitive to many internal and external factors. External representations, such as previous designs, are often issued to designers to strive creativity and productivity through cognitive

stimulation. However, past research has shown that examples may cause a negative effect known as design fixation, which limits the diversity of idea production. In this paper, we highlight two opposing explanations for why examples limit the diversity of idea generation, which are that designers unconsciously conform to examples or that examples exhaust the pool of possible solutions before the search has begun. We provide a critical review of theory and empirical research on effects of examples, and present a study that combines several methods of behavioural analysis to illustrate the effect of examples in the idea generation process of sixteen senior students of mechanical engineering. The discussion reflects the findings of the study to the existing body of evidence concerning exposure effects in design idea generation. Design research has been concerned with the effects of examples on idea generation performance, since examples are thought to e.g. stimulate the generation of additional ideas. Despite this intention, experimental studies have shown that designers may become fixated on the principles and features represented in the examples, which reduces the flexibility and originality of self-generated designs.

Abia [23] conducted a study on an evaluative study of the freedom of information act and media practice in Nigeria. The purpose of this work was to do an evaluative study of the Freedom of Information Act and media practice in Nigeria. The survey research method was adopted. To this end, the researcher issued 285 copies of questionnaire to randomly selected journalists in Port Harcourt metropolis. Interviews were also conducted to guide the study development. Simple percentage and tables were used for data analysis. While the study used the development media theory as its theoretical foundation, the findings were that the FOIA has the potency to engender effective media practice as it can only function effectively when some anti-press laws are either expunged or amended. The study concluded that FOIA is a catalyst for freedom with responsibility and good governance, fairness, accuracy, balance and objectivity. It recommended that journalists should go beyond just being aware of the passage into law of the FOIA to acquainting themselves of relevant provisions of the Act so as to maximize the opportunities therein for effective media practice in Nigeria.

Ayuba, Yahaya; Bulama and Ibrahim [24] conducted a study on the Nigeria freedom of information act 2011 and it's implication for records and office security management. The Nigerian Freedom of Information Bill was along awaited bill which was finally signed into law. The paper has two key aims, firstly to review the content of the Freedom of Information Act 2011, secondly, its implication to records and office security management to administrative managers. The method used in the study

was secondary source of data from the freedom of information Act 2011. The findings of the paper state the importance of classified documents, the method of handling and conveyance of classified documents and threats of e-mails information to office security management. The findings further revealed the protection against public officers and no civil or criminal proceedings shall be made against any government or public institution, or against any person acting on behalf of the government or public institution, and no proceedings should be made against the Federal Government, state or Local Government or any institution. The study recommends that any Administrative Manager who wants to achieve success in his career must adhere strictly to information security in line with the Freedom of Information Act and concluded that the Freedom of information Act has made records or information in such a way that "you must know only what you need to know"

Abdullahi N. M. A [25] completed a study on the effect of using brainstorming strategy in developing creative problem solving skills among male students in Kuwait city. The sample consisted of 98 male students. The sample was distributed into two classes, the first represents the experimental group totaling (47) students taught through brainstorming strategy within the course of developing thinking skills in the academic year 2012/2013 and the second represent the control group totaling (51) students. The instruments used were brainstorming and Torrance creative thinking test. Both validity and reliability were checked by the researcher. Findings of the study showed that there are statistical significance different at the level of ($\alpha = 0.05$) between the experimental group and the control group in the total score and sub scores of the creative thinking in the favour of the experimental group indicating the effectiveness of using brainstorming strategy in developing creative thinking skills. The researcher recommended the use of this strategy in the kuvat schools.

METHODOLOGY

The study was conducted using the survey approach. The survey approach was adopted because the respondents spread all over the Enugu metropolis of Enugu State that makes up the study area hence; the main instrument for data collection was therefore structured questionnaire. The respondents were merely requested to tick (✓) in the boxes with appropriate answers. A total of 175(One Hundred and Seventy-five) copies of questionnaire were distributed. Two sources of data were utilized in the study. They include primary and secondary sources. The primary sources were personal interview and the administrations of questionnaire to the management and staff that can indicate the effect of Industry analysis in the area. Out of a population of 175staff, 122staff was sampled. The sample size of 122 was chosen after using Freund and

Williams’s formula, for the determination of enough sample size. The validity of the instrument was tested using content analysis and the result was good. The data were analyzed using *f* –Statistics with the aid of Special package of statistical software (SPSS)

DATA ANALYSIS

Freewheeling attitude on stress positive achievers has effect on CBN

Regression

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909 ^a	.827	.824	.45030
a. Predictors: (Constant), RMBAPCBN, RRARIPCBN				

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	112.176	2	56.088	276.613	.000 ^b
	Residual	23.521	116	.203		
	Total	135.697	118			
a. Dependent Variable: RCRECBN						
b. Predictors: (Constant), RMBAPCBN, RRARIPCBN						

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.479	.082		5.874	.000
	RRARIPCBN	.730	.087	.928	8.350	.000
	RMBAPCBN	-.014	.077	-.020	-.181	.856
a. Dependent Variable: RCRECBN						

RCRECBN = Response on the extent not concerned with roles has effect on CBN

RMBAPCBN = Response on whether the role of anticipated reactions have increased peace in CBN

RRARIPCBN = Response on whether a mobilization of bias has affected productivity in CBN

Coefficient of Multiple Determinants {R²}

The R² {R-Squared} which measures the overall goodness of fit of the entire regression, shows the value as 0.827 and adjusted to 0.824. This means that R² accounts for 82.7% approximately 83%. This indicates that the independent variables accounts for about 83% of the variation in the dependent variable. Which shows goodness of fit.

The Student’s T-Test

The test is carried out, to check for the individual significance of the variables. Statistically, the t-statistics of the variables under consideration is

interpreted based on the following statement of hypothesis.

H0: The individual parameters are not significant.

H1: The individual parameters are significant.

Decision Rule

If t-calculated > t-tabulated, we reject the null hypothesis {H0} and accept the alternative hypothesis {H1}, and if otherwise, we select the null hypothesis {H0} and reject the alternative hypothesis {H1}.

Level of significance = α at 5% = 0.025

Degree of freedom: n-k

Where n: sample size.

K: Number of parameter.

119-3 = 116 = 1.980

The calculated value for t-test

The t-test is summarized in the table below:

Variables	t-cal	t-tab	Remark
(Constant)	5.874	±1.980	Significant
RRARIPCBN	8.350	±1.980	Significant
RMBAPCBN	-.181	±1.980	Insignificant

The t-statistics is used to test for individual significance of the estimated parameters. From the

table above, we can infer that the following parameters were statistically significant, it means that the

parameters were true; that not being concern some roles has effect on CBN, that role of anticipated reactions have increased peace in CBN. On the other hand, the following parameters were statistically insignificant; it also means that they were not true; that mobilization of bias has affected productivity in CBN.

F-Statistics (ANOVA)

The F-statistics is used to test for simultaneous significance of all the estimated parameters.

The hypothesis is stated;

H0: $\beta_1 = \beta_2 = \beta_3 = \beta_4$

H1: $\beta_1 \neq \beta_2 \neq \beta_3 \neq \beta_4$

H0. Freewheeling attitude on stress positive achievers has no effect on CBN

H1. Freewheeling attitude on stress positive achievers has effect on CBN

Level of significance: α at 5%

Degree of freedom: $(116, 2) = 3.8046$

F-Tab = 3.8046

Decision Rule

If the f-calculated is greater than the f-tabulated {f-cal > f-tab} reject the null hypothesis {H0} that the overall estimate is not significant and conclude that the overall estimate is statistically significant.

Decision

From the result, f-calculated {276.613} is greater than the f-tabulated {3.8046}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H0} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that Freewheeling attitude on stress positive achievers has effect on CBN.

Effect of generation of ideas on the rotation of praise and blame in CBN

Regression

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.959 ^a	.920	.919	.38218
a. Predictors: (Constant), BIECBN, GIAWPR				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	195.881	2	97.940	670.546	.000 ^b
	Residual	16.943	116	.146		
	Total	212.824	118			
a. Dependent Variable: DATTPIRC						
b. Predictors: (Constant), BIECBN, GIAWPR						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.145	.076		1.995	.061
	GIAWPR	.865	.051	.975	16.864	.000
	BIECBN	-.014	.047	-.017	2.297	.767
a. Dependent Variable: DATTPIRC						

DATTPIRC = Response on whether each department is allowed to take turns in proposing an initiative in response to challenges

BIECBN = Response on whether generation of ideas achieves widespread positive Recognition

GIAWPR = Response on whether building on ideas are encouraged by the CBN

Coefficient of Multiple Determinants {R²}

The R² {R-Squared} which measures the overall goodness of fit of the entire regression, shows the value as 0.920 and adjusted to 0.919. This means

that R² accounts for 92%. This indicates that the independent variables accounts for about 83% of the variation in the dependent variable. Which shows goodness of fit.

The Student's T-Test

The test is carried out, to check for the individual significance of the variables. Statistically, the t-statistics of the variables under consideration is interpreted based on the following statement of hypothesis.

H₀: The individual parameters are not significant.

H₁: The individual parameters are significant.

Level of significance = α at 5% = 0.025

Degree of freedom: n-k

Where n: sample size.

K: Number of parameter.

119-3 = 116 = 1.980

Decision Rule

If t-calculated > t-tabulated, we reject the null hypothesis {H₀} and accept the alternative hypothesis {H₁}, and if otherwise, we select the null hypothesis {H₀} and reject the alternative hypothesis {H₁}.

The calculated value for t-test

The t-test is summarized in the table below

Variables	t-cal	t-tab	Remark
(Constant)	1.995	±1.980	Significant
GIAWPR	16.864	±1.980	Significant
BIECBN	2.297	±1.980	Significant

The t-statistics is used to test for individual significance of the estimated parameters. From the table above, we can infer that the following parameters were statistically significant, it means that the parameters were true; that each department is allowed to take turns in proposing an initiative in response to challenges, that generation of ideas achieves widespread positive Recognition and that building on ideas are encouraged by the CBN.

Degree of freedom: (116, 2) = 3.8046

F-Tab = 3.8046

Decision Rule

If the f-calculated is greater than the f-tabulated {f-cal > f-tab} reject the null hypothesis {H₀} that the overall estimate is not significant and conclude that the overall estimate is statistically significant.

F-Statistics (ANOVA)

The F-statistics is used to test for simultaneous significance of all the estimated parameters.

Decision

From the result, f-calculated {670.546} is greater than the f-tabulated {3.8046}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H₀} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that Generation of ideas has effect on the rotation of praise and blame in CBN.

The hypothesis is stated;

H₀: $\beta_1 = \beta_2 = \beta_3 = \beta_4$

H₁: $\beta_1 \neq \beta_2 \neq \beta_3 \neq \beta_4$

H₀. Generation of ideas has no effect on the rotation of praise and blame in CBN

H₁. Generation of ideas has effect on the rotation of praise and blame in CBN

Level of significance: α at 5%

Effect of freedom of Expression on Exclusion of Critical reporters

Regression

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.934 ^a	.872	.870	.40967		
a. Predictors: (Constant), RFECRI, RFETR						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	132.851	2	66.426	395.790	.000 ^b
	Residual	19.468	116	.168		
	Total	152.319	118			
a. Dependent Variable: RCRTD						
b. Predictors: (Constant), RFECRI, RFETR						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.007	.075		-.099	.921
	RFETR	.854	.058	.747	14.706	.000

	RFECRI	.173	.038	.231	4.557	.000
a. Dependent Variable: RCRTD						

RCRTD = Response on whether critical reporters are turned down

RFECRI = Response on whether freedom of expression is a threat to reporters

RFETR = Response on whether freedom of expression creates room for innovation

Coefficient of Multiple Determinants {R²}

The R² {R-Squared} which measures the overall goodness of fit of the entire regression, shows the value as 0.872 and adjusted to 0.870. This means that R² accounts for 87.2% approximately 87%. This indicates that the independent variables accounts for about 83% of the variation in the dependent variable. Which shows goodness of fit.

The Student's T-Test

The test is carried out, to check for the individual significance of the variables. Statistically,

Variables	t-cal	t-tab	Remark
(Constant)	-.099	.921	Insignificant
RFETR	14.706	.000	Significant
RFECRI	4.557	.000	Significant

The t-statistics is used to test for individual significance of the estimated parameters. From the table above, we can infer that the following parameters were statistically significant, it means that the parameters were true; that freedom of expression creates room for innovation. On the other hand, the following parameters were statistically insignificant; it also means that they were not true; that freedom of expression is a threat to reporters.

F-Statistics (ANOVA)

The F-statistics is used to test for simultaneous significance of all the estimated parameters.

The hypothesis is stated;

H₀: β₁ = β₂ = β₃ = β₄

H₁: β₁ ≠ β₂ ≠ β₃ ≠ β₄

H₀. Freedom of Expression has no effect on Exclusion of Critical reporters

H₁. Freedom of Expression has effect on Exclusion of Critical reporters

Level of significance: α at 5%

Degree of freedom: (116, 2) = 3.8046

F-Tab = 3.8046

Decision Rule

If the f-calculated is greater than the f-tabulated {f-cal > f-tab} reject the null hypothesis {H₀} that the overall estimate is not significant and

the t-statistics of the variables under consideration is interpreted based on the following statement of hypothesis.

H₀: The individual parameters are not significant.

H₁: The individual parameters are significant.

Decision Rule

If t-calculated > t-tabulated, we reject the null hypothesis {H₀} and accept the alternative hypothesis {H₁}, and if otherwise, we select the null hypothesis {H₀} and reject the alternative hypothesis {H₁}.

Level of significance = α at 5% = 0.025

Degree of freedom: n-k

Where n: sample size.

K: Number of parameter.

119-3 = 116 = 1.980

The calculated value for t-test

The t-test is summarized in the table below

conclude that the overall estimate is statistically significant.

Decision

From the result, f-calculated {276.613} is greater that the f-tabulated {3.8046}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H₀} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that Freedom of Expression has effect on Exclusion of Critical reporters

DISCUSSION OF FINDINGS

Results obtained from this survey showed that there are freewheeling attitude on stress positive achievement in Central Bank of Nigeria, Enugu. This finding aligned with the study carried out by Sayed [20] on the effect of brainstorming when joint with decision making on organizational performance, which revealed that freewheeling on stress positive achievement helped managers to solve problems, moreover, the ideas generated by others are innovative to problem solving to managers. From the result, f-calculated {276.613} is greater that the f-tabulated {3.8046}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H₀} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now

conclude from the analysis that Freewheeling attitude on stress positive achievers has effect on CBN.

The findings revealed that after ideas had been generated, people experienced a varieties of reactions. Several of the outcomes that resulted from a decisions are regret or satisfaction; both of which influence upcoming decision. From the result, f -calculated {670.546} is greater that the f -tabulated {3.8046}, that is, f -cal > f -tab. Hence, we reject the null hypothesis {H0} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that Generation of ideas has effect on the rotation of praise and blame in CBN.

The third objective on the effect of freedom of expression on exclusion of critical reporters in Central Bank Enugu revealed that the principle of brainstorming is all about freedom of expression, and when decision was held, quantity of ideas were generated, criticism were withheld, wild ideas, combined and improved ideas were equally generated. From the result, f -calculated {276.613} is greater that the f -tabulated {3.8046}, that is, f -cal > f -tab. Hence, we reject the null hypothesis {H0} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that Freedom of Expression has effect on Exclusion of Critical reporters.

CONCLUSION

Freewheeling attitude on stress positive achievers has effect on Central Bank of Nigeria (CBN). Generation of ideas has effect on the rotation of praise and blame in CBN. Freedom of Expression has effect on Exclusion of Critical reporters. Central Banks' policy decision-makers have responsibilities in safe guarding their independence. Decisions are made by groups or teams of managers instead of individuals, so managers working as a team, their choices of alternatives are less likely to suffer from biases. Brainstorming allows managers to process more information and correct each other's errors. Managers included in the making of decision will most likely cooperate with its implementation. When a group makes a decision, each group member is usually committed to it, thereby increasing the likelihood of its successful implementation.

RECOMMENDATIONS

Brainstorming being a popular tool that helps one or manager generate creative solution to a problem. So it is particularly useful when you want to break out of state, established patterns of thinking, so that you can develop new ways of looking at things. It

also helps one overcome many of the issues that can make group problem-solving a sterile and unsatisfactory process. Manager must be aware of Biases and their effects and they must identify their own personal style of making decisions, they should review two decisions that they made recently one that turned out well and the other that turned out poorly. Moreover, problem-solving experts recommended that they start by how much time was spent on each of the decision making steps to ensure that the amount time allocated was adequate. In addition, another technique is for managers to list the criteria they typically use to assess and evaluate alternatives and then critically evaluate the appropriateness cause of problems in a situation.

Central Bank of Nigeria should beefed up its human resources for contingencies in management of resources, train its staff efficient electronic banking controls to align universal demands, put in place strong fraud control techniques, educate the public on cashless society and make daily evaluation on duty delegations to staff.

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