



RE-ENGINEERING BUSINESS OPERATIONS DECISION-MAKING FOR SUSTAINABLE CORPORATE BUSINESS PERFORMANCE IN THE POST COVID-19 ERA OF SMEs

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ABSTRACT

The quest for survival and sustainability in the pandemic era has increased the complexity and heightened the standard of business operations. Thus, in a complex environmental situation being experienced globally due to the COVID-19 pandemic, organisations are forced into difficult decision-making scenarios. Managers dedicate a significant amount of time to resolving challenges by making judgments that are needed for the effective operations of their company. Occasionally, they are able to make the correct selections. The main objective of the study is to examine the influence of critical decision-making management as a means for the sustainability of business performances in the post-COVID-19 era, which in-turn enhances firms' survival and sustainability in the long run. Convenience and purposive sampling were implored to administer the research instrument to 400 SMEs in Lagos State, based on the researchers' judgement. The acquired data were analysed using simple regression. The findings revealed that, resources available for effective decision-making have impacts on business performance sustainability, though weak, also showed a robust relationship between the decision-making techniques implored and business performance sustainability in the post-COVID-19 era. The research establishes, with respect to how disposed and knowledgeable the decision-maker is, a positive relationship between business performance and sustainability in the post-COVID-19 era. It was recommended that for the survival and sustainability of business performance in complex and pandemic periods, organisations should ensure an effective decision that will reflect critical analysis of the parameters under study since it is important for the decision-maker to be knowledgeable to lead in the decision-making process during the period of uncertainty.

KEYWORDS: Business operation, Decision making, Sustainable business, Corporate business, Business performance

Introduction

The worldwide business landscape was drastically altered by the COVID-19 epidemic, which compelled small and medium-sized businesses (SMEs) to reconsider their methods of operation and decision-making. As organizations recover and adapt to a new reality, the re-engineering of business operations has become critical for ensuring long-term survival and sustainability. In the post-COVID-19 era, SMEs are increasingly leveraging digital technologies, data-driven decision-making, and agile operational models to foster resilience and achieve sustainable corporate performance. This re-engineering process involves not only enhancing operational efficiency but also adapting leadership approaches, strategic alignment, and stakeholder engagement to a rapidly changing environment.

Re-engineering decision-making processes within SMEs has become imperative as businesses face new challenges, including disruptions in supply chains, workforce shortages, and shifts in consumer behavior. Research suggests that SMEs must embrace a more adaptive and flexible approach to decision-making, supported by digital tools that enhance real-time data access and analysis (Morrison, 2021). This includes adopting automation, artificial intelligence (AI), and cloud computing to facilitate faster and more accurate decision-making, thus driving productivity and minimizing operational risks (Khan & Khalid, 2022).

These technologies enable SMEs to respond quickly to changing market conditions, thereby enhancing their competitive edge in the post-pandemic era. The crisis has also made SMEs more obliged to include sustainability into their business models, thereby matching corporate plans with environmental, social, and governance (ESG) objectives. Eger et al. (2020) claim that companies who implement sustainability-driven practices in their decision-making process are more likely to succeed long-term



since they can satisfy the growing demand for corporate responsibility while lowering the hazards presented by social and environmental issues.

SMEs are not only focusing on financial performance but also emphasizing their role in promoting sustainable development.

In addition, the human aspect of decision-making has gained prominence in the post-pandemic era. Effective leadership, transparent communication, and employee engagement are now more crucial than ever, as businesses strive to rebuild trust with their teams and stakeholders (Ali et al., 2023). Decision-making must now be collaborative, involving cross-functional teams and external partners to ensure resilience in the face of future disruptions.

This paper explores the critical role of re-engineering decision-making processes in SMEs, focusing on the integration of technology, sustainability, and adaptive leadership in shaping long-term corporate performance. It highlights the strategic changes SMEs need to implement to remain competitive in a post-pandemic world, offering insights into best practices for fostering sustainable corporate success.

The COVID-19 pandemic has significantly disrupted the global business landscape, particularly for small and medium-sized enterprises (SMEs), which were disproportionately affected by the economic uncertainties and operational challenges (Gupte & Ghosh, 2020). In response to the crisis, SMEs have been compelled to reassess their operational models and decision-making strategies to ensure continued sustainability and performance. Re-engineering business operations and decision-making has emerged as a critical strategy to build resilient and adaptable organizations capable of navigating post-pandemic challenges (Soni & Kumar, 2021). However, despite the recognized importance of agile decision-making frameworks, many SMEs struggle to effectively integrate technological advancements and data-driven insights into their operations (Amin, 2022). This is compounded by a lack of strategic planning and innovation, which limits their ability to capitalize on new opportunities and enhance long-term performance (Sharma & Sethi, 2020). The need for re-engineering decision-making processes that align with sustainable corporate business practices has become an urgent concern. Thus, the study explores the impacts of critical decision-making management as a means to for sustainability of business performances in a post COVID-19 era which in long-run enhances firms' survival and sustainability.

Objectives of the study: The main objective of this study is to explore the effectiveness of decision-making in driving business operations and sustaining business performance in a post COVID-19 era in SMEs in Nigeria. In particular, the research looks into the relationship between the resources available for effective decision-making and business performance sustainability, examine the relationship between decision techniques implored on decision-making and business performance sustainability and determine the relationship between how disposed and knowledgeable the decision-maker is in the decision-making process and business performance sustainability.

The following hypotheses are developed in accordance with the study's aims.

H₁: There is a significant relationship between the resources available for effective decision-making and business performance sustainability in a post COVID-19 era;

H₂: There is a significant relationship between decision techniques implored in decision-making and business performance sustainability in a post COVID-19 era;

H₃: There is a significant relationship between how disposed and knowledgeable the decision-maker is in the decision-making process and business performance sustainability in a post COVID-19 era.

Literature Review

The COVID-19 pandemic has triggered profound shifts in the global business landscape, significantly affecting Small and Medium-sized Enterprises (SMEs). As these enterprises grapple with unprecedented challenges, re-engineering business operations and decision-making processes has become critical for ensuring sustainability, competitiveness, and long-term success in the post-pandemic era. The pandemic's disruptions have emphasized the need for flexibility, digital transformation, and sustainability, prompting SMEs to reevaluate their strategies and operational models.

Re-engineering Business Processes: A Strategic Necessity

Business Process Re-engineering (BPR) has gained renewed importance as SMEs seek to adapt to the volatile market dynamics exacerbated by the pandemic. BPR focuses on fundamentally rethinking and redesigning business processes to achieve substantial improvements in performance metrics, including



cost reduction, quality enhancement, and speed (Hammer & Champy, 2020). For SMEs, BPR is essential in streamlining operations, reducing redundancies, and enhancing productivity, especially as they face resource constraints. A study by Tan et al. (2022) found that SMEs that effectively implemented BPR strategies during the pandemic saw improved efficiency and responsiveness to market changes, which are essential for survival and growth in the post-COVID-19 era.

Technology Adoption and Data-Driven Decision Making

In the aftermath of the pandemic, adopting advanced technologies is no longer optional for SMEs seeking to stay competitive. Technologies such as Artificial Intelligence (AI), Big Data analytics, and cloud computing play pivotal roles in improving decision-making processes. These technologies enable SMEs to gain deeper insights into customer behavior, market trends, and operational performance. For instance, cloud computing allows for more agile business operations by providing remote access to essential data and collaboration tools, which is particularly relevant in the new normal of remote work and digital commerce (Vernon et al., 2023). Moreover, data-driven decision-making can lead to more informed, precise, and timely business choices, helping SMEs minimize risks and capitalize on opportunities.

Sustainability Integration in Post-Pandemic Business Decisions

Sustainability has emerged as a crucial dimension in corporate decision-making, particularly in the wake of the pandemic's environmental and social implications. SMEs are increasingly integrating environmental, social, and governance (ESG) factors into their strategic decisions to align with growing consumer demand for responsible and ethical business practices (El-Kassar & Singh, 2021). Incorporating sustainability into decision-making not only improves a company's reputation but also leads to long-term cost savings through energy efficiency and waste reduction (Alvarez et al., 2024). SMEs that have adopted sustainable practices, such as reducing carbon footprints or implementing green supply chains, are better positioned to appeal to conscious consumers and investors, thereby securing their competitive advantage.

Agility and Resilience in Decision-Making

One of the key lessons from the COVID-19 pandemic is the need for organizational agility and resilience. In the face of uncertainty and disruption, SMEs must be able to pivot their strategies quickly. Agility in decision-making, enabled by flexible structures and rapid response capabilities, allows SMEs to adjust to new market realities and continue operations despite unforeseen challenges (Bouncken et al., 2023). Decision-makers in SMEs must also be equipped with the tools to anticipate and manage risks effectively, using predictive analytics and scenario planning to prepare for potential disruptions. SMEs that embrace agility in their operations and decision-making are more likely to recover faster and emerge stronger in the post-pandemic economy.

Business Performance

Generally speaking, business performance refers to actions that show the success of company endeavors. The environment in which a corporate organization operates affects its performance. According to recent studies, business performance is the outcome of an organization's management using both analytical and managerial processes to accomplish predetermined goals (Frolick, Thilini, & Aryachandra, 2022). An organization's performance is evaluated based on how well it performs in accordance with its goals and guiding principles. Less stringent activities, such as the organization's adherence to legal requirements, can also be used to gauge success (Mann & Kehje, 2021). The key to an organization's business performance is to focus on all high- and low-level activities to ensure all functions are operating as planned. Three primary tasks are identified as being involved in measuring business performance: choosing objectives, compiling measurement data pertinent to the organization's attainment of these objectives, and managers' actions based on the data. According to Ogbechi, Alase, Taiwo, and Ogbechi (2021), business performance examines all business processes that aim to match the company's strategic and operational objectives to improve performance through timely achievement of the established organizational goals and objectives. Strategic business performance measurement is essentially about addressing important aspects like (i) assessing the value that the company expects from its stakeholders and the value that each stakeholder group expects from the organization, which is something that can be done; (ii) keeping an eye on process efficiency; (iii) establishing the minimum and target performance standards; and (iv) concentrating on performance drivers and current

profitability factors; and (v) making recommendations for actions to enhance the financial performance (Atkinson, Waterhouse, & Well, 2020). It is always the business management's responsibility to create a logical procedure for identifying the company's key performance indicator.

The decision-maker's disposition and knowledge

How disposed and knowledgeable the decision-maker is, as contained in various decision techniques, models, and the environment in which the business is operated, plays a crucial role. This shows how disposed the decision-maker will be in making effective, rational, good, and favorable decisions (Dixon-Ogbechi, 2021). Rationality is a relative concept that varies from one individual to another. Thus, what is rational to one may not be rational to another, but generally, a rational decision-maker will always seek the best means of achieving goals and objectives in any situation and environment. Scholarly research has demonstrated the adoption of two distinct decision-making models and the propensity of decision-makers toward bias. Therefore, it is imperative to closely examine decision-making methods (Kahneman et al., 2020). This indicates that the corporation cannot view decision-making as a one-time event. It is further suggested that managers of expanding companies, who must deal with a high degree of uncertainty, are forced to use heuristics rather than a probability-based systematic decision-making process since they are unable to take advantage of its strengths (Mousavi & Gigerenzer, 2020). Managers can make most decisions fast and efficiently by using a heuristic, though not always with successful results. Because situations can differ from past experiences, heuristics or intuitive judgments are subject to bias and can thus result in serious and systematic errors (Tversky & Kahneman, 2021). This is especially true if the judgment is based solely on experience. Even experienced decision-makers face some biases when they think intuitively. It is a known truth that during times of uncertainty in the business world, particularly when managers of the company are under tremendous pressure to move quickly, this frequently raises the likelihood of bias and the risk of making the incorrect decision. According to Kahneman et al. (2023), a reflective approach should be used for complex decisions in order to build decision processes that reduce bias and improve quality decisions at the organizational level. If not, inappropriate decisions will be made with severe negative consequences, and the firm will drift toward non-sustainability by reducing its economic, social, or environmental stock, or all of the above. It is acknowledged that managerial decision-makers currently use decision analytic tools sparingly, even though these tools are intended to help in precisely those situations, and they frequently encounter decision problems (Riabacke, Larsson, & Danielson, 2022). The fact that culture, not just organizational culture but also individual culture, plays a significant and frequently deterministic role in the decision-making process is not unusual, nor even surprising.

Strategic Decision-Making (SDM) Models

The Cynefin Framework

Cynefin is a more imaginative non-sequential SDM model, which means habitat in Welsh. Cynefin, which was introduced by Kurtz and Snowden in 2003, is an evolutionary viewpoint on complex systems that is marked by uncertainty. It incorporates findings from a wide range of fields, including cognitive science, anthropology, evolutionary psychology, and complex adaptive systems theory. Kurtz and Snowden (2021) said that it is focused on "how people perceive and make sense of situations in order to make decisions" (Ahemd, Bwisa, Otieno, & Karanja, 2022). The framework offered four (4) fundamental SDM techniques depending on the particulars of the scenario at hand:



Figure 1: Cynerfin model

Source: Ahemd et al. (2022).

Unlike business matrices, none of the quadrants are preferred. Central remains open as the region of "disorder" or "unknown." The strategy aims for agreement to reduce ambiguity. Four summary of the



quadrant: a) Complex: sense incoming data, assess data, and respond with expert advice or based on analysis; b) Complicated: sense incoming data, analyse data, and establish desired patterns by stabilising them. b) Chaotic: quick and powerful; observe reactions; react when necessary (i.e., feel your way), Easy: identify data, classify it using a schema, and respond with predefined actions. The Cynefin framework has a number of benefits, including: (i) it conforms to the circumstances of strategic decision makers; (ii) it reflects contemporary management and organisational theory, thinking, and practice; and (iii) it questions some fundamental presumptions, such as the idea that the world is orderly and known; that people are always rational; and that actions always indicate underlying intent and never reflect chance.

Theoretical Framework

This study is based on numerous theories. The theoretical foundation for understanding how strategic planning contributes to the sustained business growth performance of small and medium-sized businesses is provided by the resource-based theory. The resource-based theory was introduced by Penrose in 1959 and gained popularity in modern strategic management due to its basic tenet that businesses possess resources that are entirely contained within their internal environment and contribute to their ability to formulate, implement, and evaluate strategies, especially those pertaining to gaining a competitive edge and maintaining performance over an extended period of time.

Context-based decision-making theory (Huber, 1981; Das & Teng, 1999); subjective expected utility (SEU) theory (Savage, 1954), which explains how a decision-maker selects among options when confronted with risk; and satisficing theory (Simon, 1979), which developed the idea of bounded rationality in circumstances where the decision-maker has limited time, information, and mental capacity to make a decision. In these cases, the decision-maker does not maximise or optimise methods that fully satisfy a single goal; instead, they use their restricted and simplified knowledge to arrive at acceptable compromise alternatives (satisficing).

Given that it is a model that takes into account both configurational and contingent factors, the contextually based decision making process theory is seen to be appropriate for examining the connections between decision making processes and business growth. Since the decision-making process and environmental quirks are ingrained in decisions that are necessary for businesses to thrive and sustain themselves, which is ultimately in everyone's best interests, this adequately addresses the independent variables. Making the right organisational decisions requires a lot of work on the part of managers. Making decisions is regarded as the most crucial fundamental administrative task by numerous prominent theorists and practitioners. Therefore, it is imperative that today's manager understands his responsibility to learn about and greatly expand his understanding of the decision-making process, as well as any relevant theories, approaches, methods, and techniques. He should also strive to build advanced personal decision making skills. Regarding the dependent variable, sustainable business growth, the Rothschild's hypothesis of long-term survival and market share aspirations is valid and found appropriate. People believed that an organization's performance in terms of growth and sustainability is also determined by the rate at which it gains or maintains market share.

Empirical Review

Nikolina et al. (2025) conducted a study on the *resilience of small and medium-sized enterprises in times of crisis: an umbrella review*, which synthesizes findings from various studies on SME resilience during crises, with a focus on the COVID-19 pandemic. This umbrella review combines both qualitative and quantitative data from multiple studies to identify strategies that SMEs used to maintain performance during the crisis. The review highlights key strategies such as improving organizational flexibility, adopting new technologies, enhancing employee engagement, and focusing on financial resilience. SMEs that had pre-existing crisis management plans or were quick to adapt showed greater resilience. The study concludes that SME resilience is significantly enhanced by proactive crisis management strategies, technological innovation, and a focus on financial sustainability. It recommends that SMEs invest in these areas to prepare for future disruptions.

Jean et al. (2024) researched *Business Process Reengineering: A Crucial Approach for Enhanced Organizational Sustainability*, examine how SMEs in Lebanon adapted during the pandemic. This study uses a mixed-methods approach, combining surveys and interviews with business owners. The research finds that SMEs in Lebanon faced significant disruptions during the pandemic but managed to adapt



quickly through BPR. The adoption of digital technologies and process innovation helped firms remain sustainable. The study concludes that BPR is crucial for organizational sustainability, particularly for SMEs that must rapidly adjust to changing market conditions. The integration of BPR with strategic thinking significantly improved organizational resilience.

Mohammed (2022) examines how the COVID-19 pandemic affected an oil and gas company's business performance through business process re-engineering in a post-COVID-19 environment. The study employs a qualitative approach, conducting in-depth interviews with management teams to identify key performance indicators and assess the effectiveness of BPR strategies implemented during the pandemic. The findings reveal that business performance was significantly impacted by delays in shipping, customer dissatisfaction, and profitability issues. BPR initiatives were found to be crucial in addressing operational inefficiencies and improving overall performance. The study concludes that BPR is an essential tool for optimizing business performance in the post-pandemic world and recommends that companies prioritize re-engineering processes to enhance resilience and sustain business continuity. Nur et al. (2021) conducted study on the *impact of business process re-engineering on organizational performance during the coronavirus pandemic: moderating role of strategic thinking* investigate the role of Business Process Reengineering (BPR) in enhancing organizational performance during the COVID-19 pandemic in Malaysian electronics manufacturing SMEs. This research employs a quantitative approach, using surveys to collect data from managers and regression analysis to examine the moderating role of strategic thinking. The findings show that BPR positively impacted organizational performance, with strategic thinking serving as a key moderating factor. Firms that incorporated strategic thinking into their BPR efforts demonstrated improved efficiency, decision-making, and long-term sustainability. The study concludes that BPR, when combined with strategic thinking, enhances the ability of organizations to cope with crises, improving operational performance and providing a competitive advantage.

Iva et al. (2021) study on the *Impact of COVID-19 on Sustainable Business Models in SMEs* explores how service industry SMEs globally adapted to the challenges posed by the pandemic. The study adopts a case study approach, incorporating qualitative interviews and document analysis to examine the changes in business models. The findings indicate that SMEs quickly pivoted to digital platforms, adopted customer-centric strategies, and focused on sustainability initiatives to remain operational. These shifts were crucial in helping SMEs maintain relevance in an increasingly volatile market. The study concludes that the COVID-19 pandemic accelerated the shift towards sustainable business models in SMEs. Firms that embraced digital transformation and integrated sustainability into their operations were more likely to survive and thrive in the post-pandemic world.

Methodology

Population and sample: The study used cross-sectional application of data collection methods in a descriptive survey design approach. The population of Lagos State, Nigeria, is made up of the chosen SMEs. Among the other States of the Federation, Lagos State was selected due to its high level of commercial viability, significant number of SMEs, and large population. Using a convenience and judgmental sampling technique, twenty (20) SMEs managers were selected from each of the twenty Local Government Councils of Lagos State, which were recognised by the Nigeria Constitution, 1999, as amended. This total of 400 respondents was used to determine the area and the SMEs managers, respectively.

Research Instrument: The participants in the study completed a standardised questionnaire on a 5-point Likert scale to provide data. Adopted from Cronin and Taylor (1992), were a few of the items chosen for the construct. 21 questionnaire items with a strong agree (5) to strongly disagree (1) range were used, along with biographical information. The Suru-Iere local government area's systematic sampling yielded thirty (30) respondents from the SMEs (firms) for the pilot project. This was done to find out if the clients, who are the respondents, saw any ambiguity in the query. According to the pilot study's replies, the instrument was user-friendly. Before being distributed, the questionnaire's content validity was also reviewed by experts. The internal consistency, item reliability, and coefficient for the constructions range from 0.60 to 0.70 according to Cronbach-Alpha. Only 393 of the 400 questionnaires that were distributed were returned, yielding a 71.5% return rate. These 393 questionnaires were utilised in the regression analysis.



Data Analysis and Results

Four hundred (400) copies of the survey questionnaires were sent to respondents in each of Lagos State, Nigeria's 20 local government districts in order to gather the data. 286 copies of the questionnaires, however, were properly completed and sent back. Using frequency distribution and basic percentages, this revealed a 67% response rate. The study hypotheses were tested using a basic regression analysis conducted using an analysis of variance (ANOVA). All of the above were done with the help of SPSS 20.0, the Statistical Package for Social Sciences.

According to the information in Table 1 below, 112 (39.2%) of the respondents were female, and 174 (60.8%) were male. It illustrates the gender-based diversity in the gathered and examined data. Ten (3.5%) of the respondents were older than 51, 210 (46.2%) were between the ages of 41 and 50, and 66 (23.1%) were between the ages of 30 and 40. It indicates that they showed variation across the age range of the respondents' data collected and analysed and were old enough to make logical conclusions on subjects that were in the news after rigorous study. According to Table 1, 132 (46.2%) of the respondents were married, 92 (32.2%) were single, 44 (15.4%) were separated or divorced, and 18 (6.3%) were widowed.

The status of the respondents on education showed that they are all knowledgeable enough to make rational decisions on issues concerning the environment and their businesses. On the years of experience in decision-making, 173 (60.5%) of the respondents have 5–10 years of experience in decision-making organisations, 87 (30.4%) have 11 years of experience, and 26 (9.1%) have 4 years of experience in decision-making organisations.

Table 1: Respondents Bio-graphic Data

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Female	112	39.2	39.2	39.2
Male	174	60.8	60.8	100
Total	286	100.0	100.0	
Age Group	Frequency	Percent	Valid Percent	Cumulative Percent
30-40	66	23.1	23.1	23.1
41-50	210	73.4	73.4	96.5
51 and above	10	3.5	3.5	100
Total	286	100	100	
Marital Status	Frequency	Percent	Valid percent	Cumulative Percent
Single	92	32.2	32.2	32.2
Married	132	46.2	46.1	78.3
Divorced/separated	44	15.4	15.4	93.7
Widow/er	18	6.3	6.3	100
Total	286	100	100	
Educational Status	Frequency	Percent	Valid percent	Cumulative Percent
Bachelor's Degree/HND	164	57.3	57.3	57.3
Masters	96	33.6	33.6	90.9
Ph.D	8	2.8	2.8	93.7
Others	18	6.3	6.3	100
Total	286	100	100	
Years of Experience in decision-making	Frequency	Percent	Valid percent	Cumulative Percent
0-4	26	9.1	9.1	9.1
5-10	173	60.5	60.5	69.6
Over 11years	87	30.4	30.4	100
Total	286	100	100	

Source: Researchers' Computation, 2025



Table 2: Model Summary^b of Simple Regression Analysis of Variables Entered /Removed^B

Model	R	R ²	Adj Rs ²	Std. Error of the Est.	Durbin-Watson
1	.058 ^a	.003	- .006	.4027	2.481

a. Predictors: (Constant), RA

b. Dependent Variable: SBP

Source: Researchers' Computation, 2025

Table 2: Regression analysis

Model	Summary of Statistics					Coefficients				
						Unstd.		Std		
	R	R ²	Adj R ²	Std error	DW	B	Std Error	B	T	Sig.
Constant	.058 ^a	.003	-0.006	0.4027	2.481	3.275	0.252		13.006	0
DT						0.272	0.062	0.391	4.379	0

a. Dependent Variable: SBP

Table 3: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	0.058	1	0.058	0.359	0.551 ^a
	Residual	17.19	106	0.162		
	Total	17.248	107			

a. Predictors: (Constant), RA

b. Dependent Variable: SBP,

Source: Researchers' Computation, 2025

The resources available for effective decision-making and business performance sustainability in a post COVID-19 era

H₁ There is a significant relationship between the resources available for effective decision-making and business performance sustainability in a post COVID-19 era.

According to the resources provided, a straightforward regression was computed to forecast the subjects' sustainable business performance. An R² of 0.003 and a significant regression equation ($F(1,106) = .359, p > .000$) were discovered. The participants estimated that "sustainable business performance" would be equivalent to $4.426 + 0.084$ of available resources. When the amount of resources available grew, the average "sustainable business performance" improved by 0.003. In the post-COVID-19 era, these findings imply that there is a positive correlation between the resources available for efficient decision-making and the sustainability of corporate performance.

The decision techniques implored in decision-making and business performance sustainability in a post COVID-19 era

H₂ There is a significant relationship between decision techniques implored in decision-making and business performance sustainability in a post COVID-19 era.

Table 5: Model Summary^b of Simple Regression Analysis of Variables Entered /Removed^B

Model	R	R ²	Adj Rs ²	Std. Error of the Est.	Durbin-Watson
1	0.391 ^a	0.153	0.145	0 .25768	2.497

a. Predictors: (Constant), DT

Table 6: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.273	1	1.273	19.172	0.000 ^a
	Residual	7.038	106	0.066		
	Total	8.311	107			

a. Predictors: (Constant), RA

b. Dependent Variable: SBP,



Table 7: Regression analysis

Model	Summary of Statistics					Coefficients				
						Unstd.			Std	Sig.
	R	R ²	Adj R ²	Std error	DW	B	Std Error	B	T	
Constant	.391 ^a	.153	0.145	0.25768	2.497	3.275	0.252		13.006	0
DT						0.272	0.062	0.391	4.379	0

a. Dependent Variable: SBP

Simple regression was calculated predicting subjects sustainable business performance based on the Decision techniques (DT). A significant regression equation was found ($F(1,106) = 19.172, p > .000$), with R^2 of 0.153. Subjects predicted 'Sustainable business performance' equal to $3.275 + 0.272$ of decision techniques. Subjects' average 'Sustainable business performance' increased 0.272 for an increase in decision techniques. This result suggests that there is a positive relationship between the decision techniques implored for effective decision-making and business performance sustainability in the post-COVID-19 era. It further implies that there is a significant relationship between the decision techniques implored for effective decision-making and business performance sustainability in the post-COVID-19 era.

How disposed and knowledgeable the decision-maker is in the decision-making process and business performance sustainability in a post COVID-19 era

H_3 There is a significant relationship between how disposed and knowledgeable the decision-maker is in the decision-making process and business performance sustainability in a post COVID-19 era

Table 6: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.273	1	1.273	11.201	0.001 ^a
	Residual	7.038	103	0.066		
	Total	8.311	107			

a. Predictors: (Constant), DKD b. Dependent Variable: SBP,

Source: Researchers' Computation, 2025

Table 7: Regression analysis

Model Summary ^B	Summary of Statistics					Coefficients				
						Unstd.			Std	Sig.
	R	R ²	Adj R ²	Std error	DW	B	Std Error	B	T	
Constant	.391 ^a	.522	0.145	0.25768	2.497	3.275	0.252		13.006	0
DT						0.272	0.062	0.391	4.379	0

a. Dependent Variable: SBP.

Source: Researchers' Computation, 2025

An R^2 of 0.522 and a significant regression equation ($F(1,103) = 11.201, p > .001$) were discovered. "Sustainable business performance is equal to $3.275 + 0.321$ of how disposed and knowledgeable the decision-maker is," it was anticipated by the subjects. In response to an increase in the decision-maker's disposition and level of knowledge, the subjects' average "sustainable business performance" rose by 0.321. This finding indicates that, in the post-COVID-19 age, business performance sustainability is positively correlated with the decision-maker's disposition and level of knowledge during the decision-making process.

This result confirms that there is a positive relationship between how disposed and knowledgeable the decision-maker is in the decision-making process and business performance sustainability in the post-COVID-19 era.

Conclusion and Recommendations

The data analysis's findings indicate that, if weakly, the resources at hand have an effect on long-term company performance in this epidemic era. Since it would facilitate simple access to information whenever needed, it was found that money is necessary for the availability of the information system



in use, the basic support of information technology, and the data that is now available. The sustainability of company success in a post-pandemic, complicated, and unpredictable period is influenced by all of these elements. The likelihood that decision operations will be more successful in the decision-making process will rise with their readiness. According to the study, there is a direct correlation between the decision-making strategies that are advocated for and the sustainability of corporate performance in the post-COVID-19 period. The study emphasises how company performance and sustainability decision-making processes are improved and influenced by an awareness of the environment.

Additionally, it demonstrates how decision-making for good decisions that sustain company performance requires an awareness of environmental issues in terms of the state and the state of nature. Furthermore, the study discovered that the decision-making process for making decisions that sustain corporate performance is significantly influenced by the disposition and level of knowledge of the decision-maker. The decision-maker's competence is attributed to their thorough knowledge, in-depth intellectual prowess, and well-informedness, all of which contribute to the development of rapport and the stimulation of effective decision-making that results in a decision that is beneficial to the firm's survival and sustainability during an uncertain time. According to the literature, managers can make most decisions quickly and effectively in complex situations by applying heuristics. However, in situations where there is a high degree of uncertainty, anyone must rely on heuristics rather than the power of a probability-based systematic decision-making process (Mousavi & Gigernezer, 2014).

Even while it is little, having an impact on sustainable business performance may not show achievement, which may not always have an impact on decisions. Other unrelated elements that are worth mentioning include the use of available funds when they are made available, the collection of high-quality data, and perceived value in terms of timing, usefulness, and pricing. All of these factors would undoubtedly encourage sound decision-making for long-term business success.

Sequel to the research findings and the conclusions drawn in this study, it is recommended that for the survival and sustainability of business performance in a complex, uncertain, and pandemic period, organisations should ensure that effective decisions that reflect critical analysis of parameters like resource availability and techniques of decision-making process are implored with expertise and knowledge by the decision-maker, respectively, since it is deemed important for the decision-maker are implored with expertise and knowledge by the decision-maker, respectively, since it is deemed important for the decision-maker are implored with expertise and knowledge by the decision-maker, respectively, since it is deemed important for the decision-maker to be knowledgeable or have expertise to lead in the decision-making process for effective decision-making during the period of such a complex and uncertain situation. This can be accomplished by doing in-depth quantitative and qualitative research to make sure the choice picked represents the organization's beliefs.

The resources available may not necessarily translate to a good business performance decision, and as such, firms should not make it a priority in the decision-making process. Thus, it is also recommended that consideration be given to all elements of the decision-making process that enhance and influence firms' decisions for business performance, sustainability, and survival in either a favourable or unfavourable environment. The dependent variable in the study is sustainable business growth, while the specific dimensions of the decision-making process to be used as independent variables are: probability of success of the technique, information adequacy, environmental factors, decision-making situation, and person(s) disposition. These synergistic combinations stem from decision-making processes and techniques that expose managers to being more skilled in developing decisions while effectively positioning the organisation for sustainable business growth in a complex business environment.



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