



Decision-making Skills among Managers Employed in Public and Private Organizations of Udaipur City, India

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Authors' contributions

This work was carried out in collaboration between both authors. Author PA designed the study, performed the statistical analysis, wrote the protocol and wrote the first draft of the manuscript. Author PA managed the analyses of the study. Author PA managed the literature searches. Author HR read and approved the final manuscript.

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ABSTRACT

Decision-making is the process of identifying and choosing alternatives based on the values and preferences of the decision-maker. This research examines the decision-making skills of managers employed in public and private organizations. The methodology entails a survey of 60 randomly selected managers (i.e. 30 from public organizations and 30 from private organizations) in Udaipur city, India. An online questionnaire technique was used for data collection. Secondary data was also used to get a better insight into the research problem. Frequency, percentage and means weighted scores were used for the analysis of data. The major limitation of this study is that it was conducted in Udaipur city alone, while the work culture of organizations other than in Udaipur city may be different. Results showed that decision-making skills were at a good level among most of the managers in public organizations (63.3%) but in private organizations the majority of managers

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(60%) were at an excellent level. Maintenance Window Scheme (MWS) were higher in decision making statements of private organizations in comparison to public organizations. There is difference among managers' managerial skills of public and private organizations.

Keywords: Decision making; manager; private organization; public organization.

1. INTRODUCTION

Skills are very important for a manager's career. If managers are skilled they move towards the career development. But career development is effected by the interpersonal skills and the analytical skills differently at every level of management. Effectiveness of managers highly depends on their ability and desire for their own personal growth and development in career in the organization (Siddiqui, 2015). Managerial skill is to be understood as the ability to perform managerial tasks effectively with readiness and dexterity. Skills require knowledge and ability to apply that knowledge competently and efficiently has to be acquired by practice [1,2]. A skilled person is one who has done the job efficiently number of times and in the process of doing so, improved his efficiently at the job.

Simply, managerial skills represent knowledge and ability of the individual on a managerial position to fulfill some specific managerial activities or tasks. This knowledge and ability can be learned and practiced. However, they also can be acquired through practical implementation of required activities and tasks [3,4]. Therefore, each skill can be developed through learning and practical experience from the individuals.

Decision making as "a choice among competing alternatives and the implementation of the chosen alternative; all decisions have a time horizon or scope. Decision making is a cognitive process that rationally leads to the selection of a course of action among several available alternatives. Rational decision making means 'making consistent, value-maximizing choices with in specified organizational constraints. Bearth [5] showed that there is a positive relationship between the behaviors and effective decision-making and provided insight into which of those behaviors have a more significant impact on effective decision-making.

Shra'ah [6] investigated the influence of decision making styles on the organizational learning. Organizational learning is a cumulative process and depends on how an organization makes its

decisions. Learning is the equation of decision making process. Learning processes constitute the main part of absorptive capacity and increase the rate of successful innovation. Organizational learning determines how a firm acquires, assimilates and exploits internal and external knowledge. This means that the knowledge accumulated through decision making processes reflects and explains the nature of organizational learning in an organization.

1.1 Objective

To study decision making among managers employed in public and private organizations.

2. RESEARCH METHODS

The study was conducted with employees of public and private organizations within the municipal limits of Udaipur city of Rajasthan state. The list of managers was procured from the offices of public and private organizations. A total of 60 managers i.e. 30 from public and 30 from private organizations from this list were selected randomly. The online questionnaire technique was used to get the information from the respondents. The manager's email I.D were procured after prepared Performa was sent their contact electronically and response were received electronically for same. The questionnaire comprised of subtopic namely motivation. It was given to a panel of 5 experts for content and construct validity of the developed questionnaire. Pilot testing of tool was done on a sample of 10 respondents other than the sample of the study. The collected information was suitably tabulated and analyzed in terms of Mean Weighted Score.

3. RESULTS AND DISCUSSION

Decision making is one of the most important activities in which school administrators engage daily. The success of a school is critically linked to effective decisions. Decision making is a process involving choices. The process generally consists of several steps: identifying problems, generating alternatives, evaluating alternatives,

choosing an alternative, implementing the decision and evaluating decision effectiveness [7].

3.1 Background Information

Profile of manager according to each background variables has been explained as follows:

An insight into Table 1, highlights that majority of respondents in both public and private organization were males (70% and 67%), in the age group 35-45 years (56% and 64%) and had 11- 20 years' experience (63% and 62%).

3.2 To Study Decision Making among Managers Employed in Public and Private Organizations

The decision making process depends on the differences amongst managers values, attitudes, education, organization, managerial level. This difference in decision making amongst managers is also made because of the difference in experience, analytical ability, in forming perception and processing of information, scope of consultation, degree of freedom of choice, availability of resources and trust [8]. Research by Hensman and Sadler-Smith [9] supports the use of intuitive decision-making by banking and finance leaders; they offer a framework and guidelines to improve decision-making in fast-paced business environments by combining

intuitive and analytical decision-making processes.

Decision-making skills are required at all levels of management. However, it is required more at the top-level of management. A manager must be able to take quick and correct decisions. He must also be able to implement his decision wisely. The success or failure of a manager depends upon the correctness of his decisions.

The results in Table 2 concur that decision making was at a good level among a little more than one third managers (36.6%) followed by 63.3 per cent managers at good level in the public organization. In private organization majority of managers (60%) were in the excellent category followed by 40 per cent of the managers in a good category of decision making.

As is evidence from the Table 3 it can be understood that private organization managers were better decision making skills as compared to public organization managers. The managers of private organizations very often took decisions after evaluating the risks associated with each alternative before making a decision (MWS=5) while the public organization managers did it sometimes (MWS=3).

There was a similar trend where better organization managers often supported friends proposals and tried to find ways to makes

Table 1. Background profile of the respondents

Profile of managers		Public organization (n=30)		Private organization (n=30)		Total (n=60)	
		Frequency	%	Frequency	%	Frequency	%
Gender	Male	21	70.00	20	67.00	41	68.00
	Female	09	30.00	10	33.00	19	32.00
Age	<35 Years	08	27.00	07	23.00	15	25.00
	35-45 Years	17	56.00	19	64.00	36	60.00
	>45 Years	05	17.00	04	13.00	09	15.00
Experience	1-10 Years	09	30.00	08	23.00	17	28.00
	11-20 Years	19	63.00	18	60.00	37	62.00
	>20 Years	02	07.00	04	13.00	06	10.00

Table 2. Decision making skills among managers of public and private organizations (n=60)

Managerial skills	Categories/Score	Public organization		Private organization	
		Frequency	%	Frequency	%
Decision making	Average (18-42)	0	0	0	0
	Good (43-65)	19	63.3	12	40
	Excellent (66-90)	11	36.6	18	60

Table 3. Mean weighted score for decision making skills (n=60)

S. no.	Decision making	MWS	
		Public	Private
	I evaluate the risks associated with each alternative before making a decision.	3	5
	After I make a decision, it's final – because I know my process is strong.	3	4
	I try to determine the real issue before starting a decision-making process.	3	4
	I don't rely on my own experience to find potential solutions to a problem	4	3
	I tend to have a strong "gut instinct" about problems, and I rely on it in decision-making.	3	4
	I am sometimes surprised by the actual consequences of my decisions.	4	3
	I use a well-defined process to structure my decisions.	3	4
	I think that involving many stakeholders to generate solutions can make the process more complicated than it needs to be.	3	3
	If I have doubts about my decision, I go back and recheck my assumptions and my process	3	4
	I take the time needed to choose the best decision-making tool for each specific decision.	2	3
	I consider a variety of potential solutions before I make my decision.	4	4
	Before I communicate my decision, I create an implementation plan.	4	4
	In a group decision-making process, I tend to support my friends' proposals and try to find ways to make them work.	4	4
	When communicating my decision, I include my rationale and justification.	3	4
	Some of the options I've chosen have been much more difficult to implement than I had expected.	3	3
	I prefer to make decisions on my own, and then let other people know what I've decided.	4	3
	I determine the factors most important to the decision, and then use those factors to evaluate my choices.	3	4
	I emphasize how confident I am in my decision as a way to gain support for my plans.	4	4
	Overall MWS	3	4

decisions work and were confident on the decision they made to gain support for their plans(MWS=4), While in other statements their opinion ranged from sometimes to often.

4. CONCLUSION

Decision making is regarded as the cognitive process resulting in the selection of a belief or a course of action among several alternative possibilities. Every decision-making process produces a final choice; it may or may not prompt action. Decision-making is the process of identifying and choosing alternatives based on the values and preferences of the decision-maker. So it was concluded that the personal and demographic profile of the respondents of both public and private organizations revealed that they belonged to middle age group i.e. 35-45 and had more than 10 years experience. Overall the picture of managers in public and private organizations managerial skills ranged from good

to excellent. Decision making skills were at a good level among most of the managers 63.3 per cent in public organization but in private organization majority of managers (60%) were at an excellent level. MWS were higher in decision making statements of private organization in comparison to public organizations. There is difference among manager's managerial skills of public and private organization. More focus should be given for public organization managers, while giving special training to develop decision making skills.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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