TRANSFORMING DECISION MAKING PROCESS:

A RESEARCH ON THE IMPACT AND QUALITY OF DECISION-MAKING

RELATED TO ORGANIZATIONAL PERFORMANCE.

by

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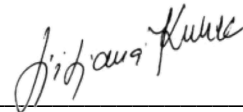
RELATED TO ORGANIZATIONAL PERFORMANCE.

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Dedication

This thesis is dedicated to my family, who have provided continuous support and encouragement throughout my academic career. I am also grateful to my mentors and instructors, who have guided me with their knowledge and skills.

Finally, I dedicate my work to all those who seek knowledge and understanding; may this contribution serve as a foundation for future research and discoveries.

ABSTRACT

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Elizabeth Anil
2024

Dissertation Chair: <Chair's Name>
Co-Chair: <If applicable. Co-Chair's Name>

Title:

Transforming Decision-Making process: A Research on the impact and quality of Decision Making.

A Comprehensive Evaluation of Decision-Making Process Quality. Effective decision-making is crucial to the performance and sustainability of organisations in a variety of industries. This study seeks to investigate and assess the quality of the decision-making process within organisations, putting light on the elements that influence decision-making outcomes and proposing improvement solutions. The study takes a multifaceted approach, drawing on ideas from organisational psychology, management theory, and data analytics.

The research technique combines qualitative and quantitative methodologies, such as interviews with important stakeholders, decision-maker surveys at various levels, and historical decision data analysis. This study aims to find similar patterns, obstacles, and best practices in decision-making processes across various organisational contexts.

Information is an important aspect that influences the quality of decision-making.

Key factors influencing decision-making quality, such as information availability, communication dynamics, cognitive biases, and organizational culture, will be thoroughly examined. Special attention will be given to the role of emerging technologies, such as artificial intelligence and machine learning, in augmenting or hindering decision-making processes.

The findings of this research aim to contribute valuable insights to both academic literature and practical organizational management. Recommendations for optimizing decision-making processes will be presented, taking into consideration the dynamic and evolving nature of today's business environment. Ultimately, the goal is to enhance the overall quality of decision-making within organizations, fostering innovation, adaptability, and sustained success in an ever-changing global landscape.

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CHAPTER I:

INTRODUCTION

1.1 Introduction

Every organization is unique and has its own operating environment and sets of technical requirements. As a result, the execution of a project is subject to numerous constraints and area of work that limit the commencement or progression of any organization, which invariably have significant negative impact on overall organizations performance. By definition, the quality of decision making refers to the main source of the organizations' vision and it is, no doubt, the managers' goal to meet the expectations of the team members when making decisions. Most of the decisions are programmed and motivated, but some decisions are made due to environment influence. Constraints refer to any condition, such as Lack of knowledge about bias decision-making in organizations, Poor culture of challenging decision making, Diversity of thought, new focus for decision making, which may prevent a project to achieve its goals. Successful business relies on effective decision making and also by realizing that decision making is required. you also have to identify and define the type of decision that needs to be made, and how it will change your work process, or improve a product or service for your customers.

Behavior plays a very important role in decision making, as a result decision making varies from person to person. In broad terms, the theory is found to be well supported by empirical evidence. Intentions to perform behaviors of different kinds can be predicted with high accuracy from attitudes toward the behavior, subjective norms, and perceived behavioral control; and these intentions, together with perceptions of behavioral control, account for considerable variance in actual behavior. (Ajzen 1991)

Managers are usually making plenty of decisions, some of them being operational and others strategic. Making decisions is a matter of a huge responsibility not only against the organization itself, but also against their employees and other stakeholders, as well.

The research aimed to investigate the Romanian managers and employees' opinions about the quality the decisions are making in different domains in correlation with the organizations' objectives and to draft a conceptual model, selecting the main drivers that contribute to the approach of the managers to focus their decisions towards the organizations' effectiveness. (Oriana Negulescu 2014).

Decision Making in Orgaizations

Decision making are rule based activity. It has been argued that theories of rational,anticiptory, calculated, consequential action underestimate both the pervasiveness and intelligence of an alternative decision logic. Much of the decision making behaviour we observe reflect on the routine way the people want fullfill their identities. Foe example,mst of the time most people in organizations follow rules even when it is not obvoiously in their self interest to do so. Much of the behaviour in our organization is specified by standard operating procedures,professional standards, cultural norms and institutional structures linked to conceptions of identity.

Individuals follow heuristics in solving ambiguous problems and they seek to fulfill their identities in novel situations.the uncertainities in decision making are less lack of clarity about the demands of a logic of appropriateness.Decisions are derived from reasoning abut the nature of an identity and a situation, reasoning that invokes cognitive processes.the rules that match a situation and an identity may be developed through experience, learned from others or generalized from similar situations. **(Simon, H. A. (1997).** *Administrative Behaviour* Rationality is defined as the behaviour alternatives (means) that will help the organization members achieve the stated ends above his level of hierarchy. That is, instrumental rationality is accepted. But, it asserts that rationality of an individual is

bounded because the number of alternatives he must explore is so great, the information he would need to evaluate them so vast that even an approximation is hard to conceive (p. 92). Because of the limitations of the psychological environment of the individual, it is impossible for any decision-maker to be purely rational. According to Simon, the pattern of human choice is often more a stimulus-choice pattern than a choice among alternatives (p. 117). Due to information-processing limitations of individual workers the design of the decision-making system becomes very important in that Simon believes that the system must be designed in such a way that brings the necessary data (not much data) to the zone of attention of the individual decision makers

Current Challenges faced in Organizational Decision making

In today's world, characterized by Volatility, Uncertainty, Complexity, and Ambiguity (VUCA), the unpredictable nature of our environment significantly influences how decisions are made. VUCA can both complicate and enhance decision-making, challenging us to improve our planning, strategy, and execution. This framework is essential for leaders, as it urges them to look beyond their organizations and consider the broader context when making decisions. By doing so, leaders can better manage change, navigate risks, and develop innovative solutions.

The VUCA framework helps organizations understand the complexities of planning and policy-making, offering insight into both present and future challenges. Depending on how these elements interact, decision-making can either become more challenging or lead to stronger strategic capabilities, laying the foundation for effective management and leadership.

Leading in a VUCA world requires the ability to think strategically, quickly adapt to change, and generate creative solutions. It also encourages decision-makers to adopt a broader perspective, recognizing interconnections and engaging in higher-level strategic thinking.

To make sound decisions in a VUCA environment, it's crucial to strike a balance between thorough analysis and intuitive judgment. Leaders need to gather as much relevant information as possible, explore multiple scenarios, and remain flexible to adapt to changing circumstances. Understanding and embracing the complexity of the VUCA framework is key to effective decision-making and problem-solving.

Organizations must remain open-minded in the face of volatility and uncertainty, viewing strategic decisions as part of a broader portfolio rather than isolated investments.

A clear and shared vision is essential for effective leadership, and it's vital to have systems in place to communicate this vision and ensure that everyone understands their role in achieving the organization's goals.

In summary, navigating the complexities of a VUCA environment requires adaptive leadership, strategies that enhance agility, and a shift away from traditional competitive mindsets. Leaders, especially in bureaucratic settings, must embrace these changes to guide their organizations through the uncertainties of a VUCA world effectively.

1.2 Research Problem

Decision making is a very responsible task taken by every individual in an organization to achieve his /her goals. Decision making is taken with proper planning and keeping in mind the resource that is available. Instant decisions are a very common activity in every organization. Are these situations created.? Are decision making a behavior or is it taken under pressure, or are these due to any influence. How can one react to instant decisions that are not favorable to them.? Do the person making decisions require many more qualities other than the subject they mastered in. Many questions to which an appropriate answer is not yet known. Hence this research is to understand how effectively a manager can take decision. How can one be successful with decision making and work towards the

betterment of the organization for its maximum profit and productivity. How do employees react when a change of decision is made and how does it impact the whole work culture?

1.2 Purpose of Research

The study of decision making is an interdisciplinary field that merges insights from psychology, sociology, economics, neuroscience, and various other domains. In this field of decision making, we are delving ourselves into a complex area of cognitive process, emotional influences, societal norms, and environmental factors which impacts decision making to a very large extent not only individuals but groups as well that depend on decision made.

In this research the researcher would like to shed light on the intricacies and would like to research into the theories which are as follows.

- Why people often exhibit biases, heuristics, and irrational behaviors
- How these cognitive patterns can be optimized for better outcomes.

The motivation behind the research on the quality of the decision-making process related to organizations is rooted in the pivotal role that effective decision-making plays in the success and sustainability of organizations.

The research findings will be used as a reference in organizations for a better understanding of what is the quality of decision making taken for the sustainability of the organisation. The organization can make us of the findings for improving or refining the deciaion making process. This findings will help the organization in dealing with various challenges anf refrain them from taking wrong decisions which can create a negative impact and stress among the employees.

1.4 Significance of the Study

- Organizational Success and Sustainability: Organizations operate in dynamic and complex environments. The ability to make high-quality decisions is crucial for adapting to change, seizing opportunities, and mitigating risks. Understanding how decision-making processes contribute to organizational success and sustainability is a primary motivation.

- Identifying Factors Influencing Decision-Making: The research aims to identify and analyse the various factors that influence the quality of decision-making within organizations. By exploring aspects such as information availability, communication dynamics, cognitive biases, and technological impacts, the research seeks to uncover both challenges and opportunities for improvement.

- Integration of Multidimensional Perspectives:The multidimensional approach of integrating insights from organizational psychology, management theory, and data analytics is motivated by the recognition that decision-making is a complex phenomenon influenced by a variety of factors. By combining different perspectives, the research aims to provide a comprehensive understanding of decision-making processes.

- Technological Advancements and Decision-Making: The study is motivated by the need to examine the impact of emerging technologies, such as artificial intelligence and machine learning, on decision-making processes. Understanding how these technologies shape decision outcomes and exploring their potential to enhance or hinder decision quality is crucial for organizations navigating the digital age.

- Contributions to Academic Literature:The research is motivated by a desire to contribute to the academic understanding of decision-making processes. By conducting a thorough analysis and presenting findings, the study aims to fill gaps in the existing literature and provide a foundation for further scholarly exploration in the field.The study focuses on the three key decision making areas in an organization.

Stratergic

Operational and

Financial

1.5 Research Purpose and Questions

The purpose of this research is To understand the various decision making methods at responsible levels in three areas such as stratergic, financial and operational for the betterment of the orgnization.whether These are done in systematic manners or just on personal front to complete the work. Does facts and data play a role in decision making? cause only if decision is taken on facts depending on that particular situation ,then it can be considered as a rightful decision made. Rest all decisions will definatly have some consequenses in the future.

Research Questions:

- How do individual attitudes towards risk influence strategic decision-making in organizations?
- What role do subjective norms play in shaping the decision-making processes in team settings?
- How do the intentions of organizational leaders impact the implementation of major corporate decisions?
- What role does the pursuit of organizational legitimacy play in shaping high-quality decision-making?

- How do shared cultural beliefs and cognitive frameworks within an organization influence the decision-making process and its outcomes?
- How are knowledge, information and power related in decision making.

CHAPTER II:

REVIEW OF LITERATURE

2.1 Theoretical Framework

The quality of decision making refers to the main source of the organizations' vision and it is, no doubt, the managers' goal to meet the expectations of the team members when making decisions. Most of the decisions are programmed and motivated, but some decisions are made due to environment influence. Constraints refer to any condition, such as Lack of knowledge about bias decision-making in organizations, Poor culture of challenging decision making, Diversity of thought, new focus for decision making, which may prevent a project to achieve its goals. Successful business relies on effective decision making and by realizing that decision making is required. you also must identify and define the type of decision that needs to be made, and how it will change your work process, or improve a product or service for your customers. Behavior plays a very important role in decision making, as a result decision making varies from person to person. In broad terms, the theory is found to be well supported by empirical evidence. Intentions to perform behaviors of different kinds can be predicted with high accuracy from attitudes toward the behavior, subjective norms, and perceived behavioral control; and these intentions, together with perceptions of behavioral control, account for considerable variance in actual behavior. (Ajzen 1991)

Managers are usually making plenty of decisions, some of them being operational and others strategic. Making decisions is a matter of a huge responsibility not only against the organization itself, but also against their employees and other stakeholders, as well.

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The research aimed to investigate the Romanian managers and employees' opinions about the quality the decisions are making in different domains in correlation with the organizations' objectives and to draft a conceptual model, selecting the main drivers that contribute to the approach of the managers to focus their decisions towards the organizations' effectiveness.

A preliminary literature review shows that past studies were done in the field of psychology and are primarily related to the cognitive process. when planning, we form opinions and choose actions via mental processes which are influenced by biases, reason, emotions, and memories. According to (Peter Drucker; Harvard Business Magazine, January 1967) Effective managers refrain from making excellent decisions. They prioritize what's important. They strive to make the few critical decisions with the highest level of conceptual comprehension. They aim to uncover the constants in a situation, to think through what is strategic and generic, rather than "solve problems." They are thus not unduly impressed by speed in decision making; rather, they regard virtuosity in managing many factors as an indication of sloppy thinking. They want to know what the decision is about and what the underlying facts are that it must address. They desire impact over skill. And they like to be sound rather than brilliant. The basic idea of doing this research is to understand how effective one can make the decision, a manager's long-term outlook on the decision taken. Decision must be taken once and must be taken in such a manner if not all things fall in place maximum queries/problems need to be solved. One does not have to keep making decisions, this disturbs the overall department and the

finances as well. The past studies are on the psychological front. What is missing in the past studies.is the quality of decision making.

Decision Making in the past.

Decision making in an organization has evolved significantly over time, and the various methods used to make decisions has varied depending on the time period and the specific organization. There were a few common approaches which was commonly used in the past.

Autocratic and Democratic Approaches to Decision-Making

Decision-making is a critical function within organizations, and various approaches can significantly impact the effectiveness and efficiency of this process. Two prominent decision-making styles are the autocratic and democratic approaches, each with distinct characteristics and implications for organizational performance.

Autocratic Decision-Making

Autocratic decision-making is characterized by centralized control where a single leader or a small group of leaders make decisions without consulting others. This approach is often employed in situations requiring swift action or when the leader has greater expertise or knowledge about the issue at hand (Fiedler, 1967).

In an autocratic setting, the decision-maker holds the authority and responsibility for the decision, which can streamline the process and reduce the time needed to reach a conclusion (Northouse, 2018). However, this approach may also limit employee engagement and input, potentially leading to lower morale and reduced commitment from team members (Bass, 1990). Autocratic decision-making can be particularly effective in high-pressure environments where decisions need to be made quickly and decisively, such as during crises or emergencies (Lewin, Lippitt, & White, 1939). In this approach the leaders or managers in the organization would make their own decisions without input

from any other member of the organization. This approach was in the early 20th century and was often used in military or government.

Democratic Decision-Making

Conversely, democratic decision-making emphasizes collective participation and input from various members of the organization. This approach involves consulting with team members, seeking their opinions, and often reaching a consensus before making a final decision (Vroom & Yetton, 1973).

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Democratic decision-making fosters a more inclusive environment where employees feel valued and are more likely to be motivated and committed to the outcomes (Hersey, Blanchard, & Johnson, 2012). By incorporating diverse perspectives, this approach can lead to more innovative solutions and increased buy-in from the team. However, it can also be time-consuming and may lead to slower decision-making processes, particularly in complex or large organizations where consensus is challenging to achieve (Mintzberg, 1973).

Comparative Analysis

The choice between autocratic and democratic decision-making approaches depends on various factors, including the nature of the decision, the organizational context, and the specific goals to be achieved. Autocratic decision-making can provide clarity and direction in urgent situations but may stifle creativity and reduce team involvement. On the other hand, democratic decision-making encourages participation and can enhance employee satisfaction, though it may lead to longer decision cycles and potential conflicts (Bass, 1990; Northouse, 2018).

Ultimately, understanding the strengths and limitations of each approach can help organizations tailor their decision-making processes to better align with their strategic objectives and operational needs. In this approach decisions were made by group of

people in an organization through a process of discussion and voting. this was used in organizations with self-managed teams with shared authority such as cooperatives or worker owned business.

Comparison Chart: Autocratic vs. Democratic Decision-Making			
Criteria	**Autocratic Decision-Making**	**Democratic Decision-Making**	**Citations**
Decision Authority	Centralized, leader makes decisions unilaterally	Decentralized, decisions made collaboratively	(Northouse, 2018; Yukl, 2013)
Speed of Decision	Fast, decisions are made quickly by a single leader	Slower, requires input and consensus from multiple members	(Bass & Riggio, 2006; Vroom & Yetton, 1973)
Employee Involvement	Low, minimal input from employees	High, employees have a say in the decision-making process	(Likert, 1961; Hackman & Oldham, 1976)
Decision Quality	Can be high if the leader is experienced, but limited by a single perspective	Often higher due to diverse perspectives and collective input	(Janis, 1982; Nemeth, 1986)
Motivation & Morale	May decrease if employees feel excluded	Often increases as employees feel valued and heard	(Herzberg, 1966; Deci & Ryan, 2000)
Flexibility	Less flexible, changes are hard to implement	More flexible, easier to adapt to new information	(Kotter, 1996; Spreitzer, 1995)
Risk of Conflict	Lower, decisions are imposed by authority	Higher, potential for disagreements and conflicts	(Deutsch, 1973; Thomas & Kilmann, 1974)

Fig.1: **Comparison Chart: Autocratic vs. Democratic Decision-Making**

Consultative approach

In this approach the leader or manager of the organization would consult with other members of the organization before deciding. this approach was common in organizations where leader or manager valued their input of others but still maintained the final decision-making authority. George P. Huber, Reuben R. McDaniel, (1986) The Decision-Making Paradigm of Organizational Design. Management Science

Today decision making in organizations has evolved significantly with the use of data driven approaches, collaborations tools and more transparent decision-making process.

organizations are increasingly relying on data to inform their decision making and there

is a greater emphasis on involving stakeholders in decision making process. this has led

to more effective and efficient decision making with better outcomes.

in organizational decision making. *Business horizons*, *61*(4), pp.577-586.

Research aimed to investigate Romanian Managers and employees.

The research aimed to investigate the Romanian managers and employees' opinions about

the quality the decisions are making in different domains in correlation with the

organizations' objectives and to draft a conceptual model using some of core criteria from

the questionnaire considered as being drivers to the process of improving the organizations'

effectiveness by managers' decisions making. In order to draft a conceptual model using

some of the core criteria from the questionnaire that are thought to be drivers to the process

of improving the effectiveness of the organisations through managers' decision-making,

the research sought to find out what Romanian managers and employees thought about the

quality of decisions being made in various domains in relation to the objectives of the

organisations.

The findings demonstrated that when managers make decisions, they consider the strategic objectives of the organisation. Additionally, they continue to enforce business ethics and have a negative attitude towards individuals who don't follow the rules. The managers believe that the amount of information available to them affects the quality of judgements they make, and that the involvement of their subordinates may impact decisions to a greater extent. (Negulescu, O. and Doval, E., 2014. The quality of decision-making process related to organizations' effectiveness. *Procedia Economics and Finance*, *15*, pp.858-863.)

Decision Making in today's time.

Decision making is done through a combination of different approaches depending on the context and the decision being made. some are

Rational decision making: gathering and analysing all available information, considering all possible alternatives, and choosing the option that is most likely to achieve the desired outcome.

Intuitive decision making: this decision rely on gut instincts and past experiences to make decisions quickly and efficiently.

Group decision making: this involves bringing together group of people and brain storming with teams

Hirokawa, R.Y. and Roost, K.M., 1992. Effective group decision making in organizations: Field test of the vigilant interaction theory. *Management Communication Quarterly*, *5*(3), pp.267-288.

Artificial Intelligence and Decision making

The framework presents three structural categories in which decisions of organizational members can be combined with AI-based decisions: full human to AI delegation; hybrid—

human-to-AI and AI-to-human—sequential decision making; and aggregated human–AI decision making.

Shrestha, Y. R., Ben-Menahem, S. M., & von Krogh, G. (2019). Organizational Decision-Making Structures in the Age of Artificial Intelligence. California Management Review, 61(4), 66–83

Artificial intelligence (AI) has penetrated many organizational processes, resulting in a growing fear that smart machines will soon replace many humans in decision making.

Jarrahi, M.H., 2018. Artificial intelligence and the future of work: Human-AI symbiosis

Decision Making in the field of Education

Evidence-informed decision making in education has garnered significant attention, with the aim of discovering efficient methods to augment the utilisation of research evidence as a foundation for managerial decision making in the public and private domains. In the field of education, on the other hand, there is a dearth of contemporary empirical research evidence that sheds light on the traits, applications, and workings of effective research utilisation techniques, despite a great deal of conjecture and discussion. The purpose of this study was to investigate the effective dissemination of research findings and the successful removal of obstacles preventing head teachers, or principals, from using research findings. The goal of the exploratory and qualitative study was to find instances of local education authorities' (LEAs') sponsored initiatives that improved education.

Decision Making in the field of Hospitality industry.

As part of an ongoing research effort, this study set out to identify the prevailing leadership styles and concomitant ethical decision-making styles of hotel managers in Australia, as well as attempt to draw parallels between these styles and the environments in which they are applied.

This study examined the ways in which hospitality leaders in Australia seek to influence others in the workplace. One hundred and thirty-three hotel managers participated in this study, of which 91 provided answers to all questions.

The results indicate that the prevailing leadership styles in Australia are a blend of Machiavellian and Bureaucratic styles and that variance in this choice correlates with the age of the respondent. That is, older managers are less inclined to use a utilitarian or rule-based ethical decision-making style, and more inclined to embrace A Minett, D., Yaman, H.R. and Denizci, B., 2009. Leadership styles and ethical decision-making in hospitality management. *International Journal of Hospitality Management*, *28*(4), pp.486-493.social contract or personalistic ethic approach.

2.2 Theory of Reasoned Action

The Theory of Reasoned Action (TRA), developed by Martin Fishbein and Icek Ajzen, can be effectively applied to study the decision-making process in organizations. This theory shows that an individual's behaviour is determined by their intention to perform the behaviour, which is influenced by their attitudes and subjective norms.

In the context of organizational decision-making, the TRA can be used to understand how various factors influence the decisions made by individuals or groups within an organization. Here is how the TRA can be applied to Quality in Decision Making process. Not everybody can be a leader, "Leaders are born" and hence Decision making is an art, a collection of data and at last experience that a person carries for so many years. In the earlier pages it is been mentioned that in many organizations' decisions are taken by the highest rank of people on the hierarchy, followed by department on the same manner. But how may take everyday decision in organizations very seriously, does the managers have the time to sit down and have a brain storming session to come to a real conclusion. (ex.

Das Auto adv) Sometimes it is understood that a person's ego takes over decision making process.

After having a vast study and research it has come to understand that whether you are a manager or a person of top most hierarchy, one must understand the fact that everyone around us is smart. They come to you for advice because you fall higher to them on their hierarchy. Let us be practical. If you have the same experience as them, why would they come to you? So, the one thing that you need to have been Observation skill and the skill to understand that the decision must be on a specific data, probably on which you would have worked earlier and that the decision you make must not fall apart and not raise questions. Then we can say that we are a successful manager to decide.

Behavioural reasoning theory (BRT) is a relatively new theory that determines the linkage between beliefs, reasons, motives, intentions, and behaviour. (A.K Sahu et al.,2020b)

Even this study on Behavioural decision-making theory the linkage of beliefs, reasons, motives, intentions, and behaviour plays a vital role in the process of decision making.

2.3 Behavioural Decision-making theories

Rationality involves a pattern of behaviour that aligns with achieving specific objectives, considering the existing conditions and constraints. Theories about rational behaviour can be either normative or descriptive. Normative theories outline how individuals or organizations should act to accomplish certain goals under given circumstances, while descriptive theories explain how people or organizations actually behave in practice. This essay will explore the structure of these theories of rational behaviour, whether they are meant to guide actions or to describe them.

Quality in decision making

This study refers to the degree to which a decision achieves the desired outcomes, is effective, and meets the criteria set for the decision-making process. Here are some key aspects that define the quality of decision making in organizations

1. Effectiveness

- Achieving Objectives: The decision helps achieve the intended goals and objectives of the organization.
- Outcome Quality: The results of the decision meet or exceed expectations

2. Efficiency

- Resource Utilization: The decision-making process uses resources (time, money, personnel) efficiently.
- Timeliness: Decisions are made and implemented within an appropriate and reasonable timeframe.

3. Accuracy

- Data and Information: The decision is based on accurate, relevant, and up-to-date information.
- Error Minimization: The decision-making process minimizes mistakes and inaccuracies.

4. Consistency

- Standardization: Decisions are made using a consistent approach or methodology.
- Predictability: Similar situations yield similar decisions, providing reliability and trust in the decision-making process.

5. Transparency

- Clarity: The reasoning and process behind the decision are clear and understandable to stakeholders.
- Openness: The decision-making process is open to scrutiny and feedback from relevant stakeholders.

6. Stakeholder Satisfaction

- Acceptance: The decision is accepted and supported by those affected by it.
- Satisfaction: The decision meets the needs and expectations of key stakeholders.

7. Ethical Considerations

- Integrity: The decision is made in an ethical manner, respecting values and principles.
- Fairness: The decision is fair and equitable to all parties involved.

8. Adaptability

- Flexibility: The decision-making process can adapt to changing circumstances and new information.
- Responsiveness: The organization can respond quickly and effectively to new challenges and opportunities

Attitudes Towards the Decision

Attitudes refer to the degree to which a person has a favourable or unfavourable evaluation of the behaviour in question. In organizational decision-making, this could involve:

- **Perceived Benefits and Risks:** How individuals perceive the benefits and risks associated with a particular decision. For example, the potential for increased profits versus the risk of financial loss.
- **Outcome Expectations:** The expected outcomes of the decision, such as improved efficiency, competitive advantage, or employee satisfaction.
- **Personal Values and Beliefs:** How the decision aligns with the decision-maker's personal values and beliefs, such as ethical considerations or long-term organizational goals.

2. Subjective Norms

Subjective norms refer to the perceived social pressure to perform or not perform a particular behaviour. In an organizational context, this could involve:

- **Peer Influence:** The influence of colleagues and peers within the organization. For instance, if key members of the team advocate for a particular decision, others may be more inclined to follow suit.
- **Management and Leadership Expectations:** The expectations and directives from higher management or leadership. Decisions may be influenced by the desire to align with the vision and strategies set by top executives.
- **Corporate Culture:** The overall culture of the organization, which shapes what is considered acceptable or unacceptable behaviour within the organization.

Behavioural Intentions

Behavioural intentions are the motivational factors that influence a given behaviour, indicating how hard people are willing to try and how much effort they plan to exert in order to perform the behaviour. In the organizational decision-making process, this could involve:

- **Commitment to Action:** The level of commitment the decision-makers have towards implementing the decision.
- **Resource Allocation:** The intention to allocate necessary resources (time, money, personnel) to execute the decision effectively.
- **Plan of Action:** The development of a strategic plan outlining steps to be taken and milestones to be achieved.

The theory of planned behaviour, as developed by Ajzen (1985, 1987), has been extensively studied and generally supported by empirical findings. The theory demonstrates that intentions to carry out various behaviours can be accurately predicted by

factors such as attitudes toward the behaviour, subjective norms, and perceived behavioural control. These intentions, along with perceived control, explain a significant portion of the variation in actual behaviour. Attitudes, subjective norms, and perceived control are influenced by relevant sets of behavioural, normative, and control beliefs, though the precise nature of these relationships remains somewhat unclear. Expectancy-value models have had only partial success in explaining these connections. To address some of the measurement challenges, optimal rescaling of expectancy and value measures has been proposed. Additionally, including past behaviour in the model offers a way to test the theory's completeness, although this remains an unresolved issue. The limited data available suggests that the theory's ability to predict behaviour is strong, considering the limitations imposed by behavioural reliability.

2.4 Application to Organizational Decision-Making Research

In researching the decision-making process related to organizations using the TRA, consider the following steps:

1. **Identify Key Decisions:** Determine the specific types of decisions being made within the organization (e.g., strategic, operational, financial).
2. **Survey Attitudes and Norms:** Conduct surveys or interviews to gather data on individual attitudes and perceived subjective norms related to these decisions.
3. **Analyse Behavioural Intentions:** Assess the intentions of decision-makers through questionnaires or observational studies.
4. **Evaluate Outcomes:** Examine the correlation between the attitudes, subjective norms, and behavioural intentions with the actual decisions made and their outcomes.

By applying the Theory of Reasoned Action to organizational decision-making, researchers can gain a deeper understanding of the psychological and social factors that drive decision-making behaviours within organizations. This approach can help identify key levers for improving decision-making processes and outcomes.

2.5 Human Society Theory

When examining the quality of decision-making in organizations through the lens of human society theories, various sociological and organizational theories can provide valuable insights. One relevant theoretical framework is Institutional Theory, which examines how institutional structures, norms, and cultural beliefs influence organizational behaviour and decision-making processes.

Institutional Theory and Quality in Decision-Making

Institutional Theory posits that organizations are deeply embedded in the social and cultural fabric of society, and their decision-making processes are influenced by external norms, values, and expectations. This theory can be applied to understand how these external pressures shape the quality of decision-making in organizations.

Key Concepts of Institutional Theory

1. Institutional Isomorphism:

- Coercive Isomorphism: Organizations are pressured to conform to laws, regulations, and expectations imposed by external entities such as governments, regulatory bodies, and powerful stakeholders. This can impact decision quality by ensuring compliance and standardization.
- Mimetic Isomorphism: Organizations imitate successful peers to reduce uncertainty. This can lead to improved decision quality by adopting best practices and proven strategies.
- Normative Isomorphism: Professional norms and standards influence organizational behaviour. This is often driven by professional bodies, educational institutions, and networks of professionals advocating for certain practices and ethical standards.

2. Organizational Legitimacy:

- Organizations seek legitimacy to gain approval and support from their external environment. Decisions are often made to align with societal values and norms to enhance legitimacy, potentially improving decision quality by aligning with stakeholder expectations.

3. Cultural-Cognitive Elements:

- Shared beliefs and cognitive frameworks within a society shape how organizational members perceive and interpret information. This influences the decision-making process by framing problems and solutions in culturally acceptable ways.

2.6 Application to Research on Decision-Making Quality

In researching the quality of decision-making in organizations using Institutional Theory, the following steps can be taken:

1. **Identify Institutional Pressures**:
   - Examine the external pressures (coercive, mimetic, and normative) faced by the organization. Assess how these pressures influence decision-making processes and quality.

2. **Analyse Organizational Legitimacy**:
   - Investigate how the pursuit of legitimacy affects decision-making. Determine whether decisions are made to enhance legitimacy and how this impacts their quality.

3. **Examine Cultural-Cognitive Influences**:
   - Explore the shared beliefs and cognitive frameworks within the organization and its broader environment. Understand how these cultural-cognitive elements shape decision-making and its perceived quality.

Methodological Approaches

- **Case Studies**: Conduct in-depth case studies of organizations to explore how institutional pressures influence decision-making quality.
- **Surveys and Interviews**: Use surveys and interviews to gather data from organizational members and external stakeholders about the perceived impact of institutional norms on decision quality.
- **Document Analysis**: Analyse organizational documents, policies, and communications to identify evidence of institutional pressures and their impact on decision-making.

2.6 Summary

Using Institutional Theory, researchers can get a thorough understanding of the external and internal elements that influence the quality of decision-making in organisations. This method emphasises the intricate interplay between society expectations, organisational behaviour, and decision outcome. Significant aspects include previous experiences, cognitive biases, an increase in commitment and sunk outcomes, individual characteristics such as age and socioeconomic position, and a belief in personal relevance. All these factors have an impact on the decision-making process and the final decisions. One of the study's few findings is that every organisational decision outcome is based on the following:

- Organizational success and sustainability
- Interpretation of multidimensional perspective
- Technological advancements

CHAPTER III:

RESEARCH METHODOLOGY

Introduction

In the realm of academic research, two primary methodological approaches are frequently employed: qualitative and quantitative methods (Golafshani, 2003). Quantitative research employs "experimental methods" and "quantitative measures to test hypothetical generalizations" (Hoepfl, 1997). This research approach primarily aims to measure and analyse causal relationships between variables (Lincoln, 1994). Golafshani (2003) provides a comprehensive summary of what quantitative research entails. He articulates:

"Quantitative research allows the researcher to familiarize themselves with the problem or concept to be studied and potentially generate hypotheses to be tested. In this paradigm: (1) the emphasis is on facts and causes of behaviour (Bogdan & Biklen, 1998), (2) the information is in the form of numbers that can be quantified and summarized, (3) the mathematical process is the norm for analyzing the numeric data, and (4) the results are expressed in statistical terminologies (Charles, 1995)."

This research uses Mixed method. The proposed research uses a combination of qualitative and quantitative methods to explore the relationship between specific human resource (HR) practices and employee behaviour, particularly in the context of decision-making qualities in organizations and educational institutions.

3.1 Overview of the Research Problem

In contemporary organizational contexts, decision-making processes often encounter significant challenges, resulting in suboptimal outcomes and inefficiencies. Despite technological advancements and abundant data availability, organizations frequently struggle to align their decisions with strategic objectives, adapt to dynamic market conditions, and fully leverage emerging technologies.

This deficiency in decision-making quality manifests through inadequate resource allocation, missed opportunities, and heightened vulnerability to external disruptions.

Contributing factors include cognitive biases, breakdowns in communication, and the absence of systematic approaches, all of which impede organizational adaptability and resilience (March & Simon, 2005).

The limitations of human cognitive capabilities vis-à-vis the complexities of organizational challenges necessitate simplified models that capture essential problem features while acknowledging inherent complexities (March & Simon, 2005). This recognition underscores the ongoing need to enhance decision-making practices within organizations.

Identified gaps in current decision-making research underscore the imperative for further investigation:

1. **Emotional and Social Dynamics:** Further research is needed to explore how emotions and social factors influence decision-making processes, particularly within group dynamics and online environments.

2. **Long-Term Consequences:** Understanding how individuals evaluate and prioritize long-term outcomes in decision-making contexts requires deeper investigation.

3. **Cultural and Contextual Factors:** Variations in decision-making across cultural contexts necessitate additional research into how cultural norms, values, and societal factors shape decision-making strategies and outcomes.

4. **Individual Differences:** Exploring how individual characteristics such as personality traits, cognitive styles, and abilities interact with decision-making processes and outcomes is crucial.

5. **Biases and Mitigation Strategies:** Research should focus on effective strategies to mitigate biases and enhance rational decision-making capabilities among individuals.

6. **Digital Decision-Making:** Investigating the influence of digital interfaces, algorithms, and information presentation on decision-making processes is essential in contemporary organizational settings.

7. **Dynamic Decision-Making:** Given the prevalence of dynamic and uncertain environments, understanding how decision-making strategies adapt over time and in response to changing circumstances is critical.

8. **Cross-Cultural Studies:** More cross-cultural research is necessary to elucidate how decision-making processes vary across diverse cultural contexts, offering insights into both universal principles and culture-specific influences.

Addressing these research gaps promises to enrich our understanding of decision-making complexities and enhance the efficacy of organizational decision-making practices across diverse settings. Such advancements are pivotal in fostering organizational agility, resilience, and strategic alignment in an increasingly dynamic global landscape.

3.2 Operationalization of Theoretical Constructs

In this study, decision making refers to accuracy, effectiveness, efficiency, consistency, transparency, stakeholders' satisfaction, ethical considerations, adaptability. These are the basis on which the study stands. Kurt Lewin's three leadership styles or behaviors, described below, influence the leader-follower relationship, group success, group risk-taking, group problem-solving strategies, group morale, and group.the three different leadership styles which are namely; autocratic (proposed researchitative), participative (democratic), and delegative (laissez-faire) are described. Although everyone makes decisions on a daily and regular basis, but the clear understanding of the role that proposed researchitarian, democratic, and laissez-faire leadership styles play in groups is vital background for all those interested in leadership, management, and the sociology of social interaction in groups and organizations. While these decisions are made in our personal and professional lives; various factors influence leaders and managers' decisions in their individual workplace.

Leaders choose their paths based on their style of decision-making. Lewin 's three major leadership styles in was designed to show that it is possible for both leaders and manager of any organization to change their styles, and to be trained to improve their leadership and adopt appropriate management styles for their situation and context. Lewin is now mainly remembered as the originator of the 3-Step model of change, and this tends often to be dismissed as outdated . yet many researchers and leaders still agree that his contribution to our understanding of individual and group behavior and the role these play in organizations and society was enormous and is still relevant in leadership and management practices. Over the years, the study of organizational behavior has led to several useful models for decision making in many businesses. As with decision making and all other organizational issues and challenges, overcoming any kind of small deficiency can help leaders and

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managers become more dynamic, efficient, and successful in their organizations as well as the society. All groups (employees and employers) must be educated about the relevant needs and concerns of their company to produce visionary and dedicated leaders to lead their businesses. For example: In the field of education one should start out by examining all possible alternatives when making decisions, including the option of doing nothing. Coherent awareness and knowledge in this matter should be established in order to maintain appropriate contingency model that identifies styles of leadership decision making that is useful to the different situations in any working organization. People associated with administration and management in companies must know that decision making process in any organization is somehow complicated and complex in nature.

3.3 Objective

1. To understand the different quality of decision making.
2. While taking decision which particular quality in decision making is mainly used by maximum employees.
3. To ensure the decision taken by employees is accurate and in case of any discrepancies what is it that need to be changed.
4. To create a model so that all employees on higher position in hierarchy have a base on which they can make decisions

3.3 Research Purpose and Questions

The purpose of this research is to determine how decision are made in the educational and hospitality sectors and what affect the quality of the decision making in those two sectors. The question this research seeks to answer is,

Q.1 What impact decision making quality in Indian Educational and hospitality sectors?

Q.2 How do company's employees take their decisions towards situations

Q.3 what are the major differences when decision making is taken from experienced and less experienced person.

Q.4 how decision are made in the educational and hospitality sectors and what affect the quality of the decision making in those two sectors

Q.5 What role do subjective norms play in shaping the decision-making processes in team settings?

Q.6 How do the intentions of organizational leaders impact the implementation of major corporate decisions?

3.5 Hypothesis

- **H1**: There is a significant positive relationship between the availability of comprehensive information and the accuracy of decision making.
- **H2**:Decisions based on empirical data are more valid than those based on intuition or experience alone.
- **H3**:Effective decision making positively impacts organizational performance and productivity.

3.5 Research Design

The research design is the layout of the research. It dictates the following: the question that the researcher study, the relevant data required for the study, the type of data that needed to be collected and how the data will be analyzed (Isaga, 2012; Malhotra & Peterson, 2006). There are many factors that influences the design and application of research. They include the research objective, the availability of the required data source, the cost associated with obtaining the required data, and the time constraints facing the researcher (Isaga, 2012; Mitchell & Jolley, 2010).

This Study used mixed-method. In a mixed-method research, the researcher researcher incorporates both qualitative and quantitative methods of data collection and analysis in a single study (Fielding & Fielding, 1986; Greene et al., 1989) . by doing so, the researcher can study and understand complex phenomena qualitatively as well as to explain the phenomena through numbers, charts, and basic statistical analyses. By utilizing mixed-method, the proposed research was able to critically examine factors that influence the quality of decision making in the educational and hospitality sectors in a much more in-depth manner.

Quantitative Methods: Surveys/Questionnaires:

This study uses structured surveys questionnaires to collect quantitative data on decision-making processes, current organizational practices, and factors influencing decision quality. The surveys will include questions about leadership styles, employee involvement, training programs, and the perceived effectiveness of current decision-making processes.

Qualitative Component: Interviews and Focus Groups:

To achieve a comprehensive and nuanced understanding of the phenomenon under study, the proposed research employed a multifaceted qualitative research approach. This involved conducting in-depth interviews with a carefully selected group of key stakeholders. These stakeholders included organizational leaders, human resources (HR) professionals, and employees. The purpose of these interviews was to delve deeply into their individual experiences, perceptions, and insights regarding decision-making processes within their respective organizations.

Each interview was designed to be extensive and open-ended, allowing participants to express their thoughts freely and provide rich, detailed narratives. This approach enabled the proposed research to capture the complexities and subtleties of the decision-making environment from multiple perspectives. The insights gained from leaders helped to illuminate the strategic and organizational dimensions of decision-making, while HR professionals provided a viewpoint on the alignment of human resource practices with organizational goals. Employees, on the other hand, shared their experiences on the operational and practical aspects of decision-making, highlighting how these processes impacted their daily work and professional growth.

In addition to the one-on-one interviews, focus groups were organized to foster a dynamic and interactive discussion among participants. The focus groups brought together individuals from similar and diverse backgrounds to discuss their collective experiences and viewpoints. This method was particularly effective in encouraging participants to interact with one another, challenge each other's ideas, and build on each other's insights. The group setting facilitated a deeper exploration of shared experiences and common themes, while also revealing differences in perspectives that might not have emerged in individual interviews.

Through these qualitative research methods, the proposed research was able to gather a wealth of detailed and varied data, providing a holistic view of decision-making processes

within organizations. The combination of in-depth interviews and focus groups ensured that both individual and collective perspectives were thoroughly explored, offering a well-rounded and comprehensive understanding of the phenomenon.

3.6 Population and Sample

Case Studies:

The proposed research explored specific cases within organizations where decision-making processes were notably effective or problematic. This case study approach provided detailed, context-rich insights into the decision-making practices of these institutions.

By selecting instances of both successful and challenging decision-making, the proposed research aimed to understand the factors contributing to these outcomes. In cases of effective decision-making, the analysis focused on identifying the best practices, strategies, and conditions that led to positive results. This included examining the roles of leadership, communication, stakeholder involvement, and the use of data and evidence in the decision-making process.

Conversely, in cases where decision-making was problematic, the proposed research investigated the underlying issues and obstacles that hindered effective decision-making. This involved exploring factors such as lack of clear communication, inadequate stakeholder engagement, insufficient data, and external pressures. The goal was to uncover the root causes of these challenges and understand how they impacted the organization's outcomes. Through this comprehensive examination of specific cases, the proposed research was able to gain a deeper understanding of the decision-making processes within the institutions. These detailed insights not only highlighted the practices that contribute to successful decision-making but also provided valuable lessons on how to avoid common pitfalls. This dual focus on effective and problematic cases offered a balanced perspective,

enriching the overall analysis of decision-making practices in the organizations. Specific cases within organizations where decision-making has been particularly effective or problematic will be explored to gain detailed insights into decision-making processes.

3.7 Participant Selection

The demographic data gathered from the sample indicates a diverse group of respondents with notable representation across key characteristics. Out of 385 participants, the gender distribution reveals a slight male majority, with 52.2% being male and 47.8% female. The age breakdown highlights that the largest proportion of respondents (28.6%) are within the 46-55 age group, followed by those aged 36-45 (22.9%) and 25-34 (22.3%), while 26.2% are over 55 years old. This range suggests a broad level of professional experience. Regarding educational qualifications, the data shows that a considerable portion of the respondents hold advanced degrees, with 31.4% having a master's degree, 26% a bachelor's degree, 22.9% having completed secondary education, and 19.7% holding doctoral degrees. These findings reflect a highly educated sample, offering diverse perspectives based on academic and professional backgrounds.

 For participant selection, these factors were considered to ensure a representative sample that captures the perspectives of individuals across different demographics, ages, and educational levels, providing a comprehensive view of the research topic. The inclusion of a well-rounded sample was crucial to capture the variability in decision-making across different group.

3.8 Instrumentation

The study employs the Statistical Package for the Social Sciences (SPSS) to conduct a thorough analysis of the collected data. SPSS is a robust and widely used statistical software suite designed for complex data management and analysis. Through the application of SPSS, the study will enable to identify patterns, correlations, and significant relationships among a variety of variables.

The analytical process begins with the coding of the participants responses and cleaning to ensure accuracy and consistency. Once the data is prepared, the researcher utilized a range of statistical techniques available within SPSS such as factor analysis, to explore the dataset. Descriptive statistics were initially computed to provide a general overview of the participants responses. In addition, the proposed research employs inferential statistical methods to test hypotheses and draw conclusions about the population from the sample data. Correlation analysis was used to examine the strength and direction of relationships between variables.

3.9 Data Collection Procedures

Data utilized for this study was gathered from the educational and hospitality sectors in India during the period spanning from April 2024 to August 2024 using survey questionnaires. This timeframe was selected to ensure current and relevant data reflective of the contemporary operational contexts within these sectors. The data collection process adhered to rigorous methodological standards to uphold the integrity and reliability of the findings, thereby facilitating a robust analysis of decision-making practices and outcomes in these specific industries within the specified time frame

3.10 Data Analysis

The proposed research conducted a thorough analysis of various documents, reports, and other relevant materials to extract qualitative insights into decision-making practices, policies, and the historical context within the organizations. This analysis included examining organizational policies, strategic plans, annual reports, meeting minutes, and internal memos.

3.11 Research Design Limitations

The limitations was no availability of the decision makers, due to their busy schedules and due to their company policies, the employees were not able to give in a indebt reply to the

questions that was asked. Also due to the time constraints many questions could not be asked.

3.12 Conclusion

The findings from the data analysis suggest that effective decision-making in the educational and hospitality sectors requires a comprehensive approach that addresses not only the technical aspects of data quality but also the organizational and cultural factors that influence the decision-making process. The analysis revealed that organizations in these sectors often struggle to maintain consistently high-quality data, leading to suboptimal decision outcomes and potential financial and reputational costs.

Additionally, the study identified several key factors that contribute to effective decision-making, including the availability of accurate and reliable data, a clear decision-making framework, effective communication and collaboration among stakeholders, and a culture that values data-driven decision-making.

While this research provides valuable insights into the decision-making practices in the educational and hospitality sectors, it is important to note that the findings may not be generalizable to other industries or contexts. Future research should explore the applicability of these findings in a wider range of sectors and organizational settings, as well as investigate the long-term impacts of data-driven decision-making on organizational performance and stakeholder satisfaction.

Furthermore, additional research is needed to address the limitations of this study, such as the relatively small sample size and the potential for respondent bias in the survey data.

CHAPTER IV:

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

In the current dynamic economic landscape, companies are consistently confronted with the formidable task of making decisions that not only satisfy immediate requirements but also correspond with long-term strategic objectives. The decision-making process has emerged as a crucial element of organizational success, exerting a direct impact on performance results. Due to the growing complexity of organizations, the examination of the influence of decision-making on many dimensions of performance, such as operational efficiency, financial stability, and competitive advantage, has become more challenging. The objective of this study is to investigate the influence of decision-making process reform on decision quality and, consequently, organizational performance.

The conventional decision-making process, typically distinguished by hierarchical frameworks and centralized power, is being transformed by technological progress, notably in the fields of data analytics and artificial intelligence (AI). These emerging technologies provide novel tools and approaches that enable more knowledgeable and data-oriented decision-making. Nevertheless, the incorporation of these technologies also brings out novel obstacles, such as guaranteeing the precision of data, tempering prejudices, and upholding transparency. As businesses adopt these contemporary decision-making methods, it is crucial to evaluate their influence on the quality of decisions and the wider consequences for organizational performance.

Moreover, the caliber of decisions adopted inside an organization is of utmost importance in determining its strategic trajectory. Optimized decisions can yield increased efficiency, more effective allocation of resources, and a more robust market position, whereas ineffective decisions can lead to financial losses, disruptions in operations, and

reduced competitiveness. The purpose of this study is to examine the determinants of decision quality, such as the accessibility of precise information, the function of leadership, and the impact of corporate culture. Understanding these aspects enables firms to devise methods to improve decision-making processes and, consequently, achieve superior performance results.

The overarching objective of this study is to augment the existing information on organizational decision-making by offering valuable insights into how the modification of these processes might improve the quality of decisions and have a beneficial effect on performance. Through an analysis of actual case studies and the use of both qualitative and quantitative research methodologies, this study will provide practical suggestions for organizations seeking to enhance their decision-making processes in a progressively intricate and data-centric environment.

4.1　Demographics Profile of the Respondents

Table 4.1: Gender of the Respondents

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	184	47.8	47.8	47.8
	Male	201	52.2	52.2	100.0
	Total	385	100.0	100.0	
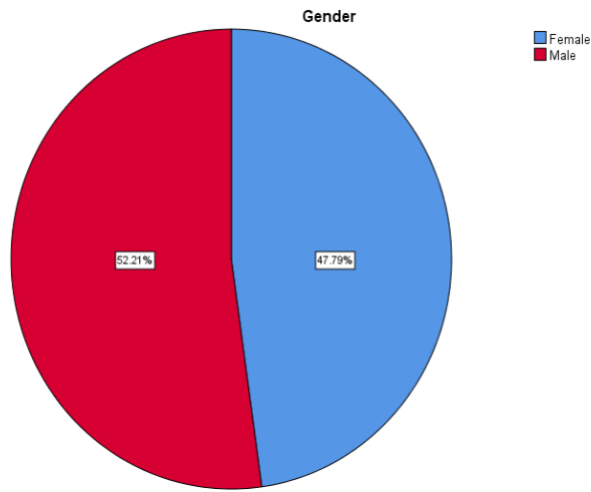
Figure 4.1: Gender of the Respondents

The above table 4.1 and pie chart (figure 4.1) define the Gender of the respondents. According to Table 4.1, it is observed that out of 385 respondents selected for the study, 184 (47.8%) are females, and 201 (52.2%) are Males.

Evidently, in the sample surveyed, the majority (201%) of the respondents are males.

Table 4.2: Age of the Respondents

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	25 -35 Years	86	22.3	22.3	22.3
	36-45 Years	88	22.9	22.9	45.2
	46-55 Years	110	28.6	28.6	73.8

	More than 55 Years	101	26.2	26.2	100.0
	Total	385	100.0	100.0	
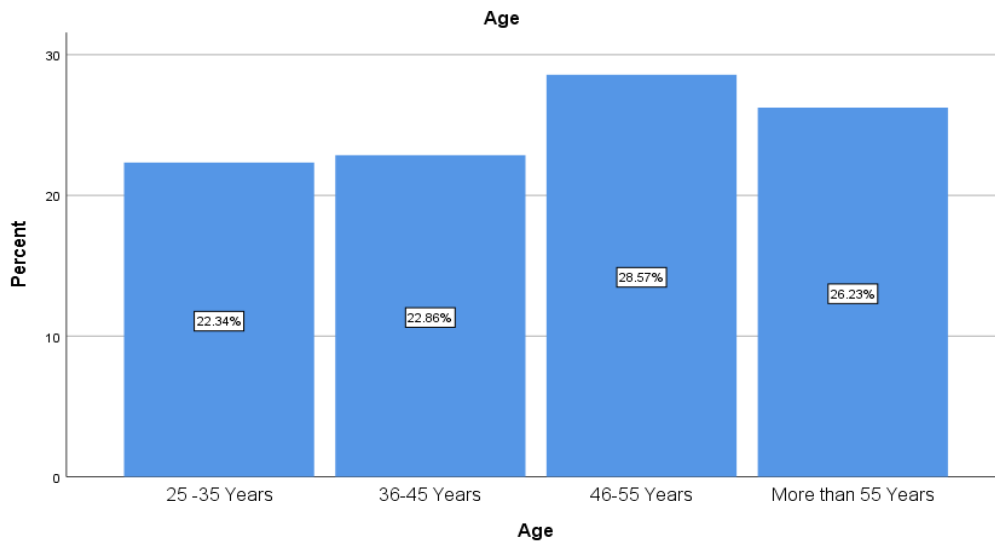
Figure 4.2: Age of the Respondents

The above table 4.2 and Graph (figure 4.2) define the age group of the respondents. According to Table and Figure 4.2, it is observed that out of the 385 respondents selected for the study, 22.3% of the respondents are 25-34 Years, 22.9% of the respondents fall in the age group of 36-45 Years, 28.6% of the respondents fall in the age group of 46-55 Years, and 26.2% of the respondents belongs to the age group of more than 55 Years.

Evidently, in the sample surveyed, the majority (28.6%) of the respondents are 46-55 Years.

Table 4.3: Education Qualification of the Respondents

				Valid	Cumulative
Education Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's degree	100	26.0	26.0	26.0
	Doctoral degree	76	19.7	19.7	45.7
	Master's degree	121	31.4	31.4	77.1
	Secondary Education	88	22.9	22.9	100.0
	Total	385	100.0	100.0	
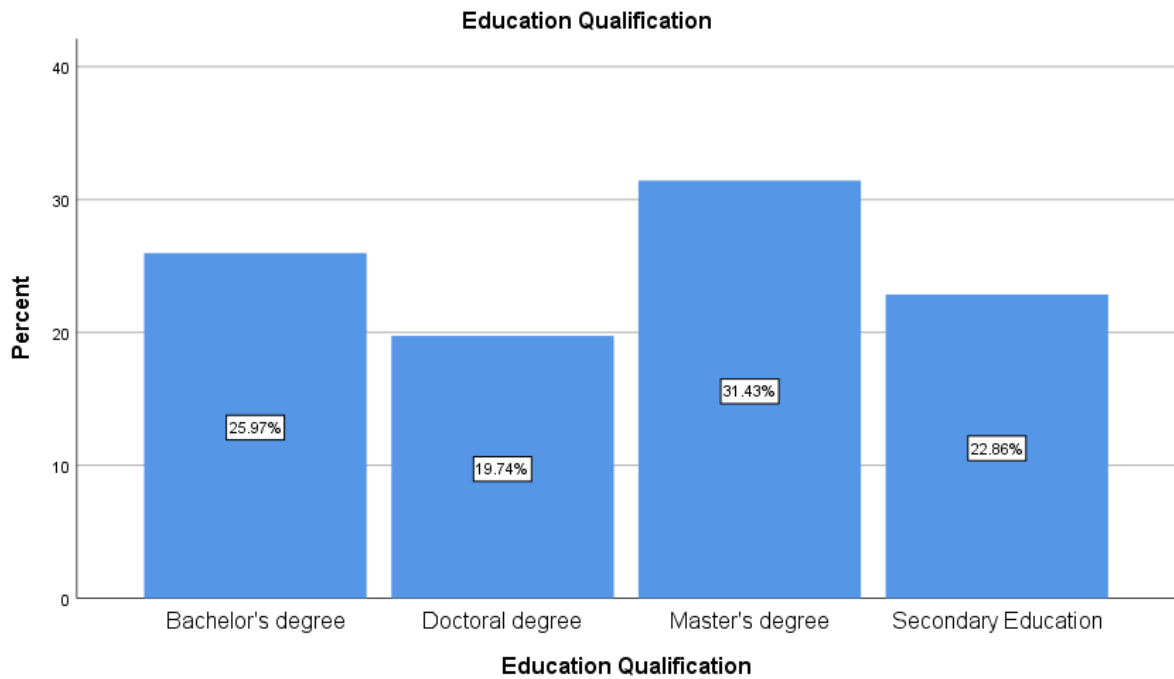
Figure 4.3: Education Qualification of the Respondents

The above table 4.3 and Graph (figure 4.3) define the Education Qualification of the respondents. According to Table and Figure 4.3, it is observed that out of the 385 respondents selected for the study, 31.4% hold a master's degree, reflecting a significant level of advanced education among the sample. The bachelor's degree, who constitute 26% of the respondents. Secondary education holders make up 22.9%, showing a considerable representation of individuals with basic educational qualifications. Lastly, 19.7% of the respondents have attained a Doctoral degree, highlighting a notable segment with the highest level of academic achievement

Table 4.4: Industry Classification of Your Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
What industry does your organization belong to?					
Valid	Education	68	17.7	17.7	17.7
	Financial Services	64	16.6	16.6	34.3
	Healthcare	67	17.4	17.4	51.7
	Manufacturing	60	15.6	15.6	67.3
	Others	60	15.6	15.6	82.9
	Technology	66	17.1	17.1	100.0
	Total	385	100.0	100.0	

What industry does your organization belong to?
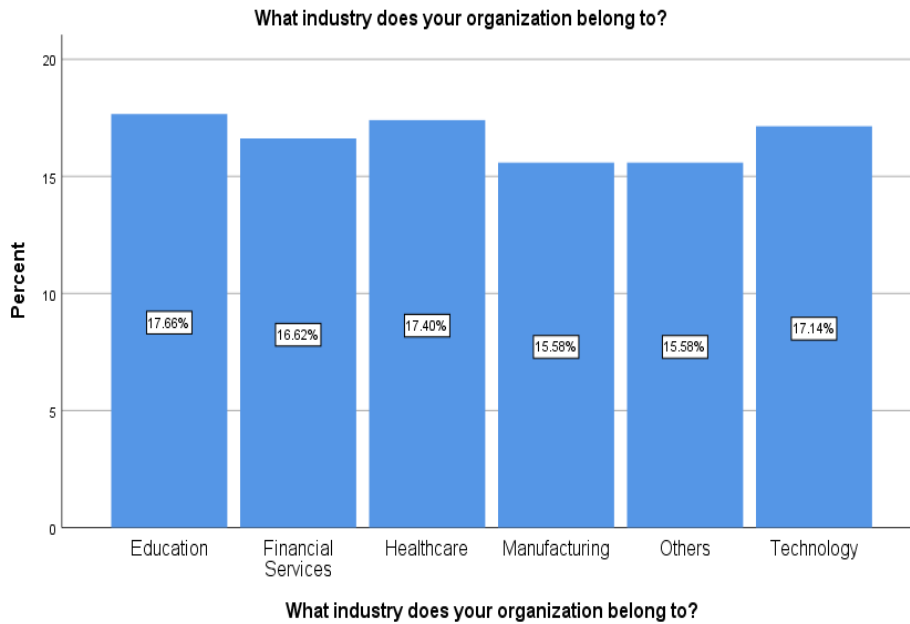
Figure 4.4: Industry Classification of Your Organization

The above table 4.4 and Graph (figure 4.4) define the Industry Classification of Your Organization. According to Table and Figure 4.4, it is observed that out of the 385 respondents selected for the study, the Education sector is the most represented, accounting for 17.7% of the total sample. This is closely followed by the Healthcare industry at 17.4% and the Technology sector at 17.1%, indicating a significant presence of respondents from these fields. The Financial Services sector also has a notable representation with 16.6% of respondents. Both the Manufacturing industry and the 'Others' category each constitute 15.6% of the respondents, suggesting a fairly even distribution across these sectors.

Table 4.5: Your Role in the Decision-Making Process

		Frequency	Percent	Valid Percent	Cumulative Percent
	What is your role in the decision-making process?				
Valid	Advisor	66	17.1	17.1	17.1
	Contributor	94	24.4	24.4	41.6
	Decision-maker	109	28.3	28.3	69.9
	Influencer	67	17.4	17.4	87.3
	Others	49	12.7	12.7	100.0
	Total	385	100.0	100.0	
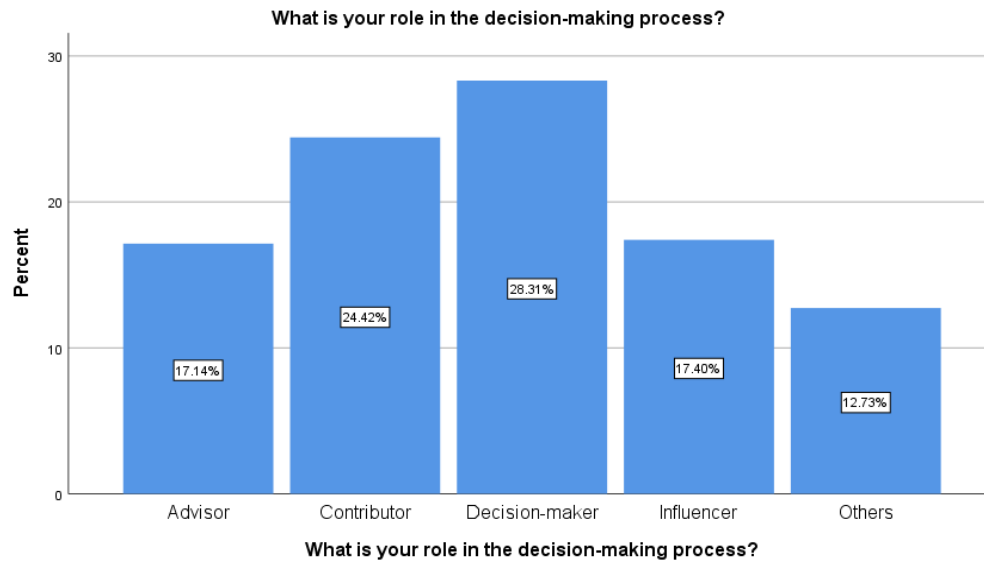
Figure 4.5: Your Role in the Decision Making Process

The above table 4.5 and Graph (figure 4.5) define the Your Role in the Decision-Making Process. According to Table and Figure 4.5, it is observed that out of the 385 respondents selected for the study, the largest group, 28.3%, identifies as Decision-makers, indicating that a significant portion of the sample holds primary responsibility for making decisions. Contributors, who play a supportive role in the decision-making process, represent 24.4% of the respondents, highlighting their active involvement in shaping decisions. Advisors and Influencers each make up 17.1% and 17.4% of the respondents, respectively, indicating their roles in guiding and swaying decisions without being the final decision-makers. Lastly, 12.7% of the respondents fall into the 'Others' category, suggesting roles that do not fit neatly into the other specified categories.

Table 4.6: Predominant Decision-Making Process in Your Organization

What type of decision-making process does your organization predominantly use?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Centralized	154	40.0	40.0	40.0
	Decentralized	144	37.4	37.4	77.4
	Others	87	22.6	22.6	100.0
	Total	385	100.0	100.0	
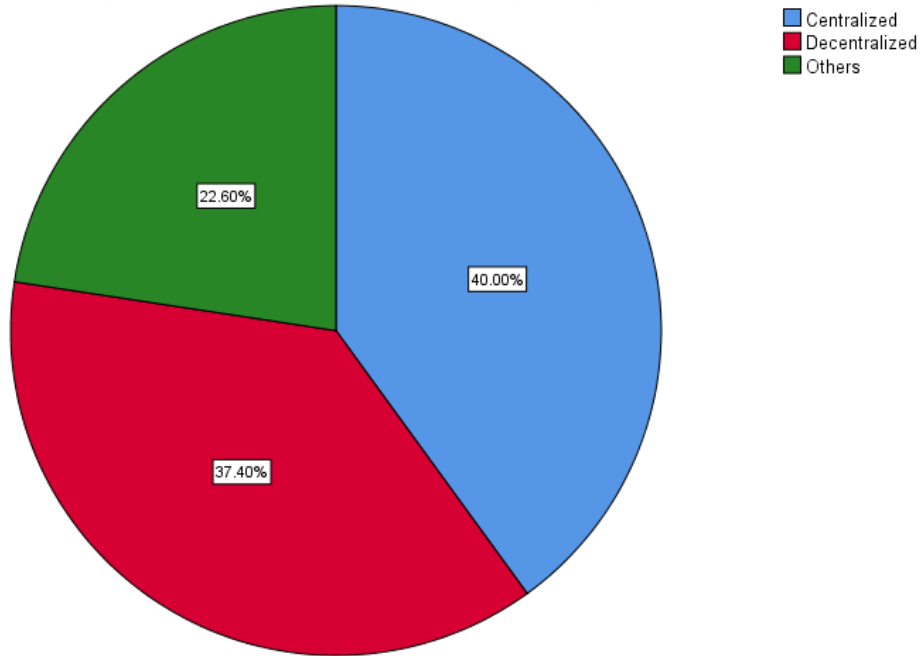
Figure 4.6: Predominant Decision-Making Process in Your Organization

The above table 4.6 and Graph (figure 4.6) define the Predominant Decision-Making Process in Your Organization. According to Table and Figure 4.6, it is observed that out of the 385 respondents selected for the study, 40% of organizations predominantly use a Centralized decision-making process, while 37.4% favor a Decentralized approach. Additionally, 22.6% of organizations employ other decision-making methods.

4.2   Hypothesis

H1: There is a significant positive relationship between the availability of comprehensive information and the accuracy of decision making.

Table 4.7: Descriptive Statistics

Descriptive Statistics			
	Mean	Std. Deviation	N

Availability of Comprehensive Information	27.7221	4.02701	385
Accuracy of Decision Making	27.0961	4.17877	385

The above table 4.7 presents descriptive statistics for two variables: Availability of Comprehensive Information and Accuracy of Decision Making. The mean and standard deviation of Availability of Comprehensive Information is 27.7221, 4.02701 and for Accuracy of Decision Making is 27.0961, 4.17877.

Table 4.8: Correlations

Correlations			
		Availability of Comprehensive Information	Accuracy of Decision Making
Availability of Comprehensive Information	Pearson Correlation	1	-.104[*]
	Sig. (2-tailed)		.042
	N	385	385
Accuracy of Decision Making	Pearson Correlation	-.104[*]	1
	Sig. (2-tailed)	.042	
	N	385	385
*. Correlation is significant at the 0.05 level (2-tailed).			

The above table 4.8 shows the correlation matrix between two variables: Availability of Comprehensive Information and the Accuracy of Decision Making. The significance value is 0.042 which is less than the significance level of 0.05. It shows that the correlation analysis is statistically significant.

H2: There is a significant impact of effective decision-making strategies on the achievement of the organization's strategic goals.

Table 4.9: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.476[a]	.227	.225	3.75338
a. Predictors: (Constant), Effective Decision-Making Strategies				

The above table 4.9 provides key statistics to evaluate the performance and goodness of fit for a regression model. R represents the correlation coefficient between Effective Decision-Making Strategies and Achievement of the Organization's Strategic Goals. The value is 0.476, indicating a moderate positive correlation.

Table 4.10: ANOVA[a]

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1583.224	1	1583.224	112.382	.000[b]
	Residual	5395.649	383	14.088		

	Total	6978.873	384			

a. Dependent Variable: Achievement of the Organization's Strategic Goals

b. Predictors: (Constant), Effective Decision-Making Strategies

The above table 4.10 provided, is used to assess the overall fit of a regression model that includes Achievement of the Organization's Strategic Goals as a predictor for the dependent variable Effective Decision-Making Strategies. The significance value (0.000) indicates that the relationship between Achievement of the Organization's Strategic Goals and Effective Decision-Making Strategies is statistically significant. The alternative hypothesis is accepted.

Table 4.11: Coefficients[a]

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	14.517	1.251		11.609	.000
	Effective Decision-Making Strategies	.467	.044	.476	10.601	.000

a. Dependent Variable: Achievement of the Organization's Strategic Goals

The above table 4.10 shows the coefficient of Achievement of the Organization's Strategic Goals errors is .467 showing a positive relationship and its significant value is 0.000 is less than 0.05, has significant impact on Achievement of the Organization's Strategic Goals.

H3: Effective decision making positively impacts organizational performance and productivity.

Table 4.12: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.410[a]	.168	.166	3.39445
a. Predictors: (Constant), Effective Decision Making				

The above table 4.12 provides key statistics to evaluate the performance and goodness of fit for a regression model. R represents the correlation coefficient between Effective Decision Making and Organizational Performance and Productivity. The value is 0.410, indicating a moderate positive correlation.

Table 4.13: ANOVA[a]

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	891.138	1	891.138	77.340	.000[b]
	Residual	4413.034	383	11.522		
	Total	5304.171	384			
a. Dependent Variable: Organizational Performance and Productivity						
b. Predictors: (Constant), Effective Decision Making						

The above table 4.13 provided, is used to assess the overall fit of a regression model that includes Effective Decision Making as a predictor for the dependent variable Organizational Performance and Productivity. The significance value (0.000) indicates that the relationship between Effective Decision Making and Organizational Performance and Productivity is statistically significant. The alternative hypothesis is accepted.

Table 4.14: Coefficients[a]

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	17.176	1.185		14.495	.000
	Effective Decision Making	.369	.042	.410	8.794	.000
a. Dependent Variable: Organizational Performance and Productivity						

The above table 4.14 shows the coefficient of Effective Decision-Making errors is .369 showing a positive relationship and its significant value is 0.000 is less than 0.05, has significant impact on Organizational Performance and Productivity.

4.3 Responses of the Respondents

- **Availability of Comprehensive Information**

Table 4.15: There are clear systems in place for collecting and disseminating comprehensive information.

<table>
<tr><td colspan="6">**There are clear systems in place for collecting and disseminating comprehensive information.**</td></tr>
<tr><td></td><td></td><td>Frequency</td><td>Percent</td><td>Valid Percent</td><td>Cumulative Percent</td></tr>
<tr><td>Valid</td><td>Strongly Disagree</td><td>53</td><td>13.8</td><td>13.8</td><td>13.8</td></tr>
<tr><td></td><td>Disagree</td><td>45</td><td>11.7</td><td>11.7</td><td>25.5</td></tr>
<tr><td></td><td>Neutral</td><td>72</td><td>18.7</td><td>18.7</td><td>44.2</td></tr>
<tr><td></td><td>Agree</td><td>115</td><td>29.9</td><td>29.9</td><td>74.0</td></tr>
<tr><td></td><td>Strongly Agree</td><td>100</td><td>26.0</td><td>26.0</td><td>100.0</td></tr>
<tr><td></td><td>Total</td><td>385</td><td>100.0</td><td>100.0</td><td></td></tr>
</table>

There are clear systems in place for collecting and disseminating comprehensive information.
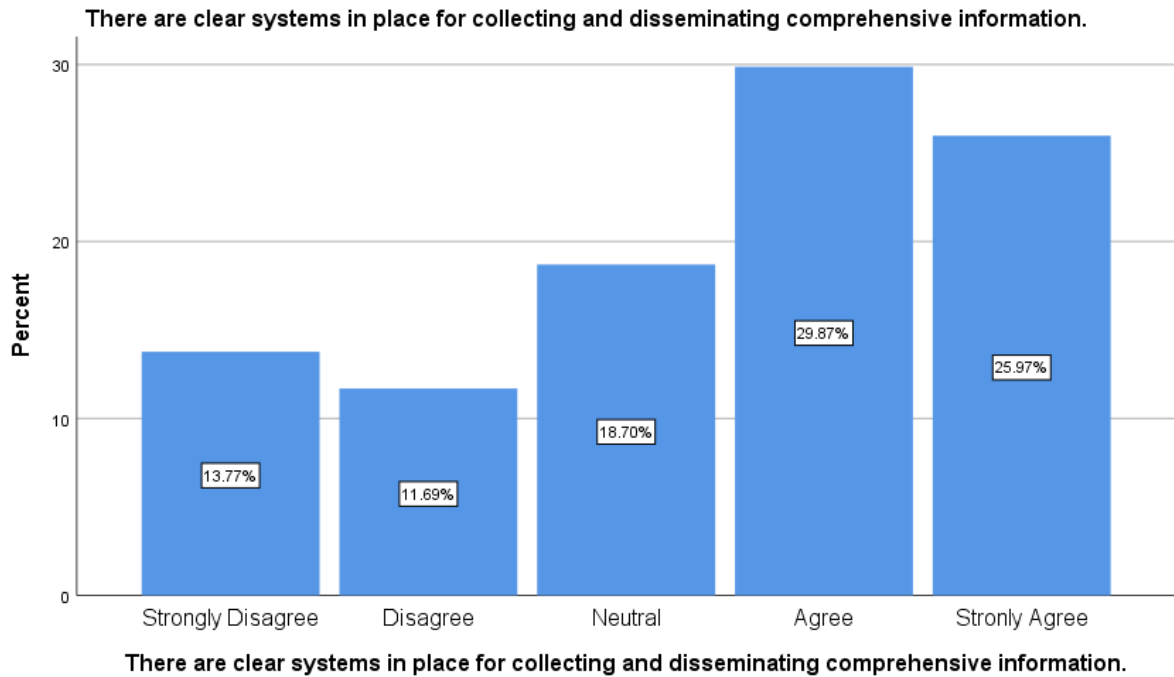
Figure 4.7: There are clear systems in place for collecting and disseminating comprehensive information

The above table 4.15 and Graph (figure 4.7) define the "There are clear systems in place for collecting and disseminating comprehensive information" of the respondents. According to Table 4.15 and Figure 4.7, it is observed that out of the 385 respondents selected for the study, 13.8% of the respondents strongly disagree, and 11.7% disagree, indicating a lack of clear systems. Meanwhile, 18.7% of the respondents remain neutral. On the positive side, 29.9% of the respondents agree, and 26.0% strongly agree that there are clear systems in place, reflecting a generally favorable perception among the majority of the respondents.

Table 4.16: Decision-makers have access to all the necessary data to make informed choices.

				Valid	Cumulative
	Decision-makers have access to all the necessary data to make informed choices.				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	51	13.2	13.2	13.2
	Disagree	46	11.9	11.9	25.2
	Neutral	61	15.8	15.8	41.0
	Agree	135	35.1	35.1	76.1
	Strongly Agree	92	23.9	23.9	100.0
	Total	385	100.0	100.0	
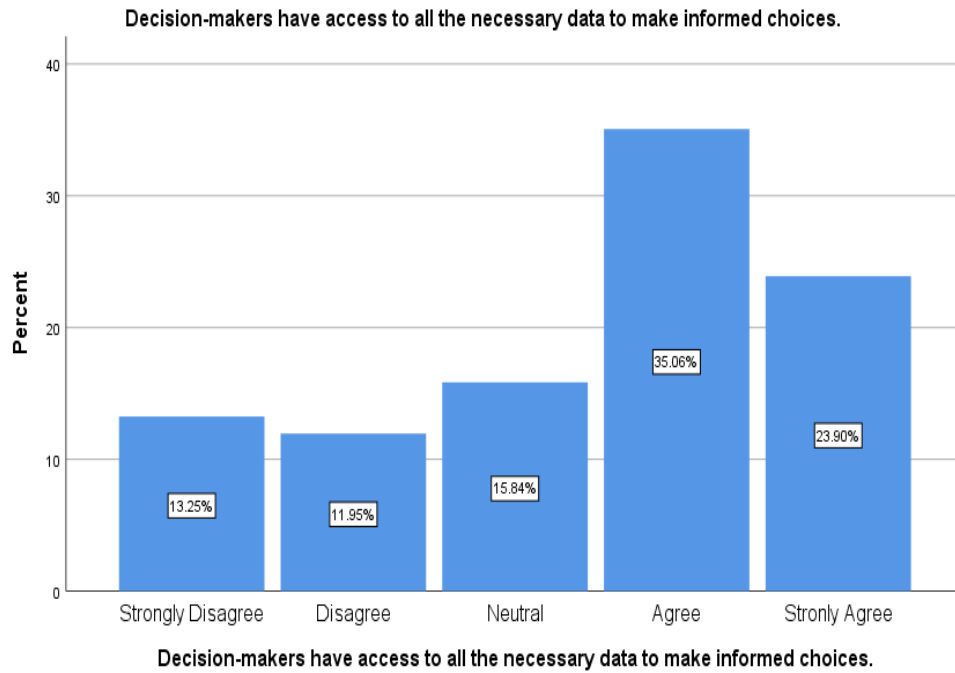
Figure 4.8: Decision-makers have access to all the necessary data to make informed choices.

The above Table 4.16 and Graph (Figure 4.8) define the "Access to Necessary Data for Decision-Makers" among the respondents. According to Table and Figure 4.8, it is observed that out of the 385 respondents selected for the study, 13.2% strongly disagree, and 11.9% disagree, indicating that a portion of decision-makers may lack access to necessary data. Additionally, 15.8% of respondents remain neutral. On the positive side, 35.1% of the respondents agree, and 23.9% strongly agree that decision-makers have access to all necessary data, reflecting a generally positive perception among the majority of the respondents.

Table 4.17: The organization provides comprehensive training on how to access and use information effectively

The organization provides comprehensive training on how to access and use information effectively.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	55	14.3	14.3	14.3
	Disagree	48	12.5	12.5	26.8
	Neutral	59	15.3	15.3	42.1
	Agree	117	30.4	30.4	72.5
	Strongly Agree	106	27.5	27.5	100.0
	Total	385	100.0	100.0	

The organization provides comprehensive training on how to access and use information effectively.
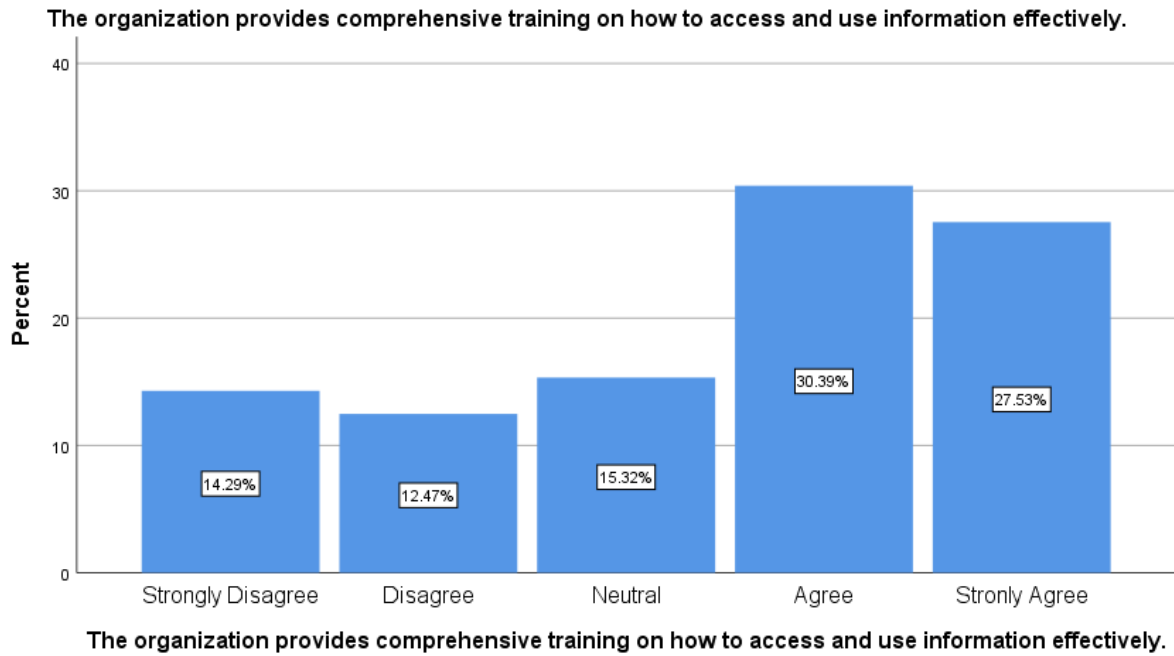
Figure 4.9: The organization provides comprehensive training on how to access and use information effectively

The above Table 4.17 and Graph (Figure 4.9) define the "Provision of Comprehensive Training on Accessing and Using Information" among the respondents. According to Table and Figure 4.9, it is observed that out of the 385 respondents selected for the study, 14.3% strongly disagree, and 12.5% disagree, suggesting that a segment of respondents feels the organization lacks adequate training in this area. Additionally, 15.3% of respondents are neutral. However, 30.4% agree, and 27.5% strongly agree that the organization provides comprehensive training on how to access and use information effectively, indicating that a majority of respondents view the training provided as effective.

Table 4.18: Information provided for decision-making is detailed and comprehensive.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	52	13.5	13.5	13.5
	Disagree	44	11.4	11.4	24.9
	Neutral	60	15.6	15.6	40.5
	Agree	115	29.9	29.9	70.4
	Strongly Agree	114	29.6	29.6	100.0
	Total	385	100.0	100.0	
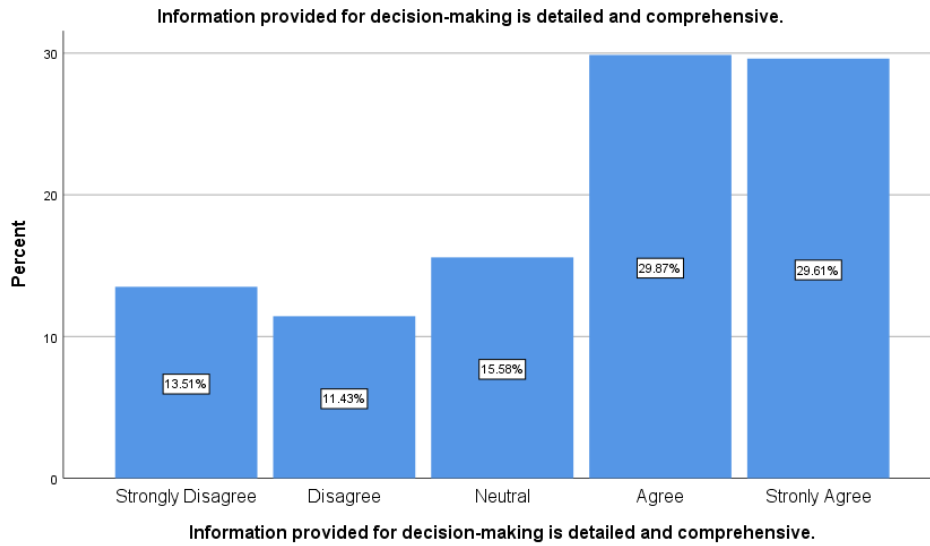
Figure 4.10: Information provided for decision-making is detailed and comprehensive.

The above Table 4.18 and Graph (Figure 4.10) illustrate perceptions regarding whether the information provided for decision-making is detailed and comprehensive. Out of 385 respondents, 13.5% strongly disagree and 11.4% disagree, suggesting that some respondents feel the information is insufficiently detailed. Additionally, 15.6% are neutral on this matter. However, a significant portion of respondents view the information positively, with 29.9% agreeing and 29.6% strongly agreeing that it is detailed and comprehensive.

Table 4.19: The organization's information systems are effective in supporting decision-making

The organization's information systems are effective in supporting decision-making.				
	Frequency	Percent	Valid Percent	Cumulative Percent

60

Valid	Strongly Disagree	50	13.0	13.0	13.0
	Disagree	43	11.2	11.2	24.2
	Neutral	56	14.5	14.5	38.7
	Agree	113	29.4	29.4	68.1
	Strongly Agree	123	31.9	31.9	100.0
	Total	385	100.0	100.0	
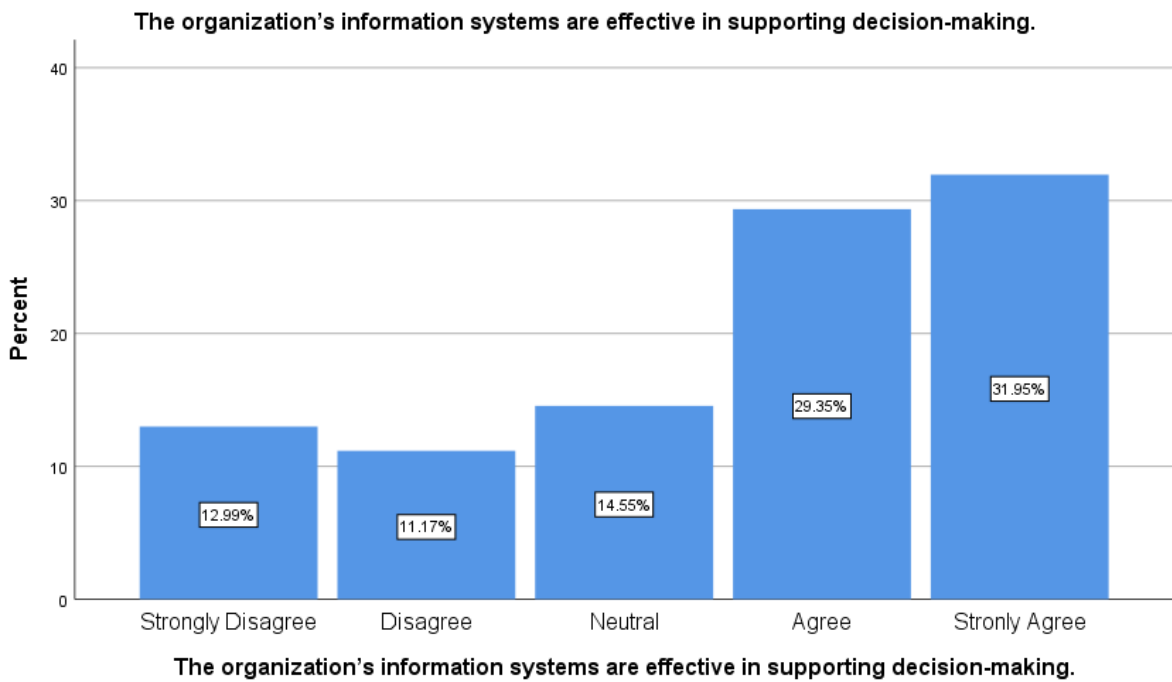
Figure 4.11: The organization's information systems are effective in supporting decision-making

The above Table 4.19 and Graph (Figure 4.11) illustrate perceptions regarding whether the information provided for decision-making is detailed and comprehensive. Out of 385 respondents, 13.5% strongly disagree and 11.4% disagree, suggesting that some respondents feel the information is insufficiently detailed. Additionally, 15.6% are neutral on this matter. However, a significant portion of respondents view the information positively, with 29.9% agreeing and 29.6% strongly agreeing that it is detailed and comprehensive.

Table 4.20: There are clear guidelines on how to access and use information for decision-making

There are clear guidelines on how to access and use information for decision-making.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	50	13.0	13.0	13.0
	Disagree	55	14.3	14.3	27.3
	Neutral	54	14.0	14.0	41.3
	Agree	121	31.4	31.4	72.7
	Strongly Agree	105	27.3	27.3	100.0
	Total	385	100.0	100.0	

There are clear guidelines on how to access and use information for decision-making.
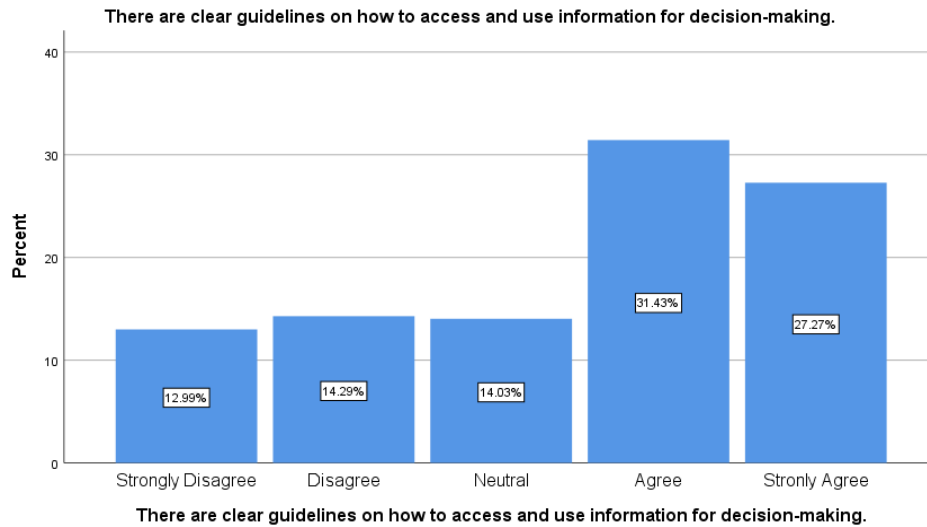
Figure 4.12: There are clear guidelines on how to access and use information for decision-making

The above Table 4.20 and Graph (Figure 4.12) illustrate perceptions regarding the presence of clear guidelines on how to access and use information for decision-making. Out of 385 respondents, 13.0% strongly disagree and 14.3% disagree, indicating that a portion of respondents feel that guidelines are lacking. Additionally, 14.0% are neutral on the issue. On the positive side, 31.4% agree and 27.3% strongly agree that clear guidelines are provided, suggesting that a majority of respondents perceive the organization's guidelines as adequate for accessing and utilizing information effectively for decision-making.

Table 4.21: The organization ensures that information used in decision-making is relevant and up to date

The organization ensures that information used in decision-making is relevant and up to date.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	44	11.4	11.4	11.4
	Disagree	58	15.1	15.1	26.5
	Neutral	49	12.7	12.7	39.2
	Agree	126	32.7	32.7	71.9
	Strongly Agree	108	28.1	28.1	100.0
	Total	385	100.0	100.0	
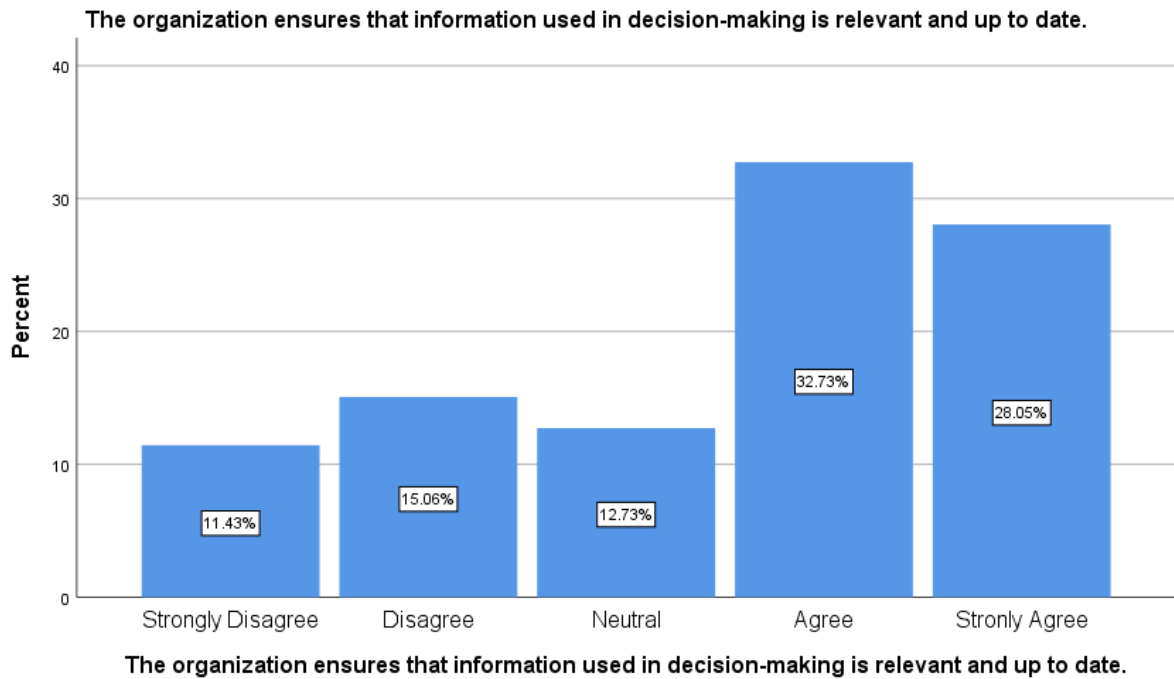
Figure 4.13: The organization ensures that information used in decision-making is relevant and up to date

The above Table 4.21 and Graph (Figure 4.13) illustrate perceptions regarding whether the organization ensures that the information used in decision-making is relevant and up to date. Out of 385 respondents, 11.4% strongly disagree and 15.1% disagree, indicating that some respondents feel the information may not be consistently relevant or current. Additionally, 12.7% are neutral on this issue. However, 32.7% agree and 28.1% strongly agree that the organization maintains the relevance and currency of information used in decision-making, reflecting a generally positive view among the majority of respondents about the quality of information provided for decision-making purposes.

Table 4.22: Training on effective use of information for decision-making is provided to employees.

Training on effective use of information for decision-making is provided to employees.				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	67	17.4	17.4	17.4
	Disagree	51	13.2	13.2	30.6
	Neutral	49	12.7	12.7	43.4
	Agree	107	27.8	27.8	71.2
	Strongly Agree	111	28.8	28.8	100.0
	Total	385	100.0	100.0	

Figure 4.14: Training on effective use of information for decision-making is provided to

Training on effective use of information for decision-making is provided to employees.

Training on effective use of information for decision-making is provided to employees.
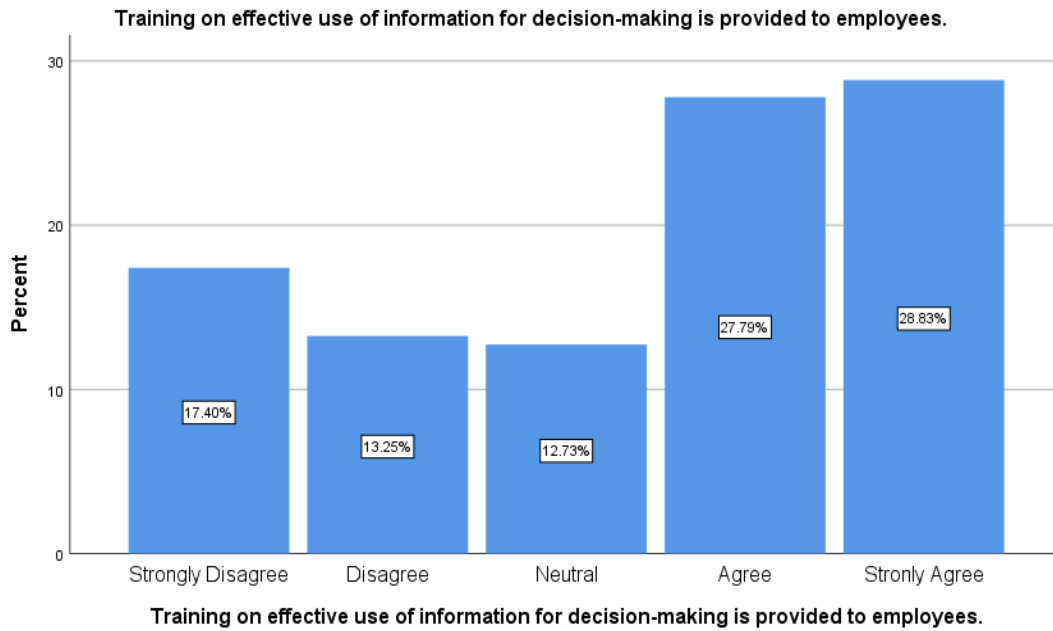
employees.

The above Table 4.22 and Graph (Figure 4.14) illustrate perceptions regarding the provision of training on the effective use of information for decision-making to employees. Out of 385 respondents, 17.4% strongly disagree and 13.2% disagree, suggesting that some respondents feel training in this area may be insufficient. Additionally, 12.7% are neutral. However, 27.8% agree and 28.8% strongly agree that employees receive adequate training on using information effectively for decision-making, indicating that a majority of respondents view the training provided as effective and sufficient.

- **Accuracy of Decision Making**

Table 4.23 Our decision-making process ensures that decisions are based on reliable information

Our decision-making process ensures that decisions are based on reliable information.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	53	13.8	13.8	13.8
	Disagree	54	14.0	14.0	27.8
	Neutral	52	13.5	13.5	41.3
	Agree	110	28.6	28.6	69.9
	Strongly Agree	116	30.1	30.1	100.0
	Total	385	100.0	100.0	

Our decision-making process ensures that decisions are based on reliable information.
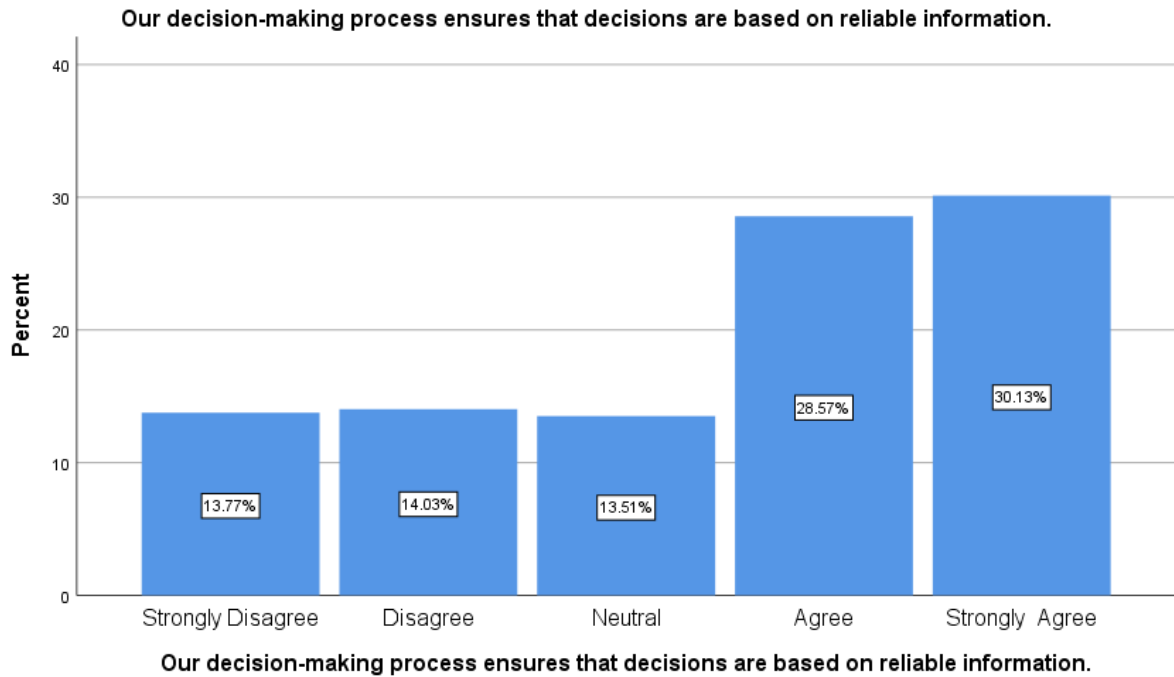
Figure 4.15: Our decision-making process ensures that decisions are based on reliable information

The above Table 4.23 and Graph (Figure 4.15) illustrate perceptions regarding whether the decision-making process ensures that decisions are based on reliable information. Out of 385 respondents, 13.8% strongly disagree and 14.0% disagree, indicating that some respondents have concerns about the reliability of information used in decision-making. Additionally, 13.5% are neutral on this issue. However, 28.6% agree and 30.1% strongly agree that the decision-making process is grounded in reliable information, reflecting a generally positive view among the majority of respondents regarding the reliability of the information used for decisions.

Table 4.24 The data used in our decision-making processes is always up-to-date and accurate

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Strongly Disagree	47	12.2	12.2	12.2
	Disagree	54	14.0	14.0	26.2
	Neutral	61	15.8	15.8	42.1
	Agree	114	29.6	29.6	71.7
	Strongly Agree	109	28.3	28.3	100.0
	Total	385	100.0	100.0	

The data used in our decision-making processes is always up-to-date and accurate.

The data used in our decision-making processes is always up-to-date and accurate.

Strongly Disagree: 12.21%
Disagree: 14.03%
Neutral: 15.84%
Agree: 29.61%
Strongly Agree: 28.31%

The data used in our decision-making processes is always up-to-date and accurate.
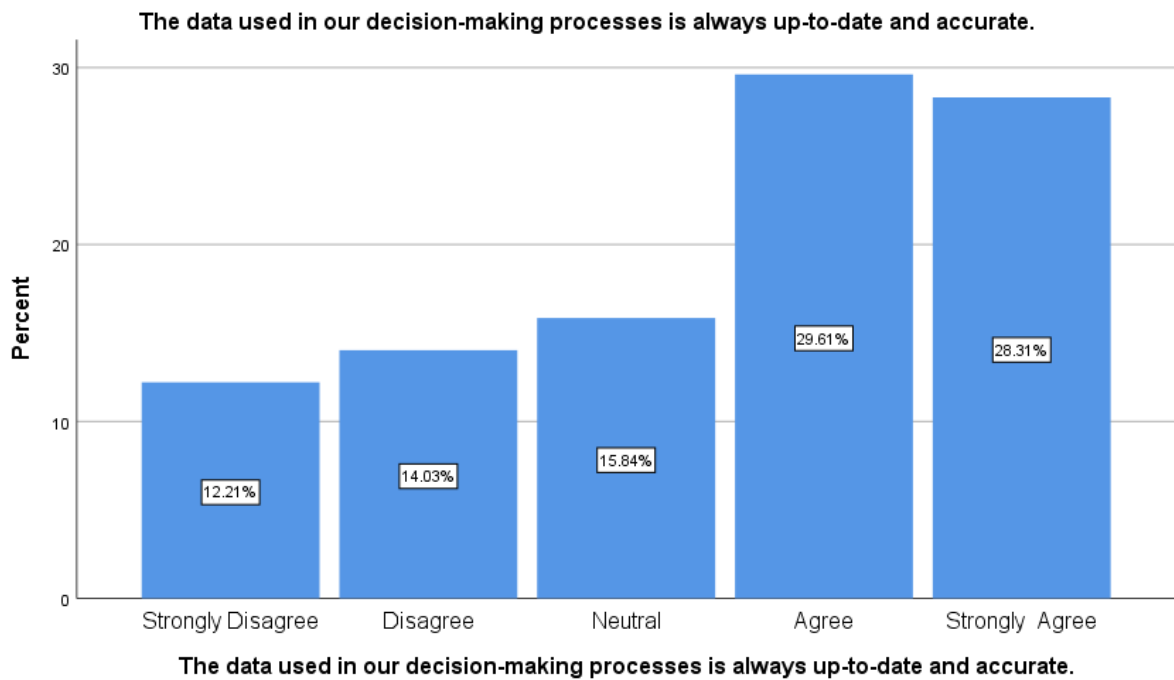
Figure 4.16: The data used in our decision-making processes is always up-to-date and accurate

The above Table 4.24 and Graph (Figure 4.16) illustrate perceptions regarding whether the data used in decision-making processes is always up-to-date and accurate. Out of 385 respondents, 12.2% strongly disagree and 14.0% disagree, indicating that a portion of respondents believes the data may not always be current or accurate. Additionally, 15.8% are neutral. However, 29.6% agree and 28.3% strongly agree that the data used is consistently up-to-date and accurate, suggesting that the majority of respondents perceive the data used in decision-making as generally reliable and timely.

Table 4.25 Our organization has effective methods for verifying the accuracy of decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
	Our organization has effective methods for verifying the accuracy of decisions.				
Valid	Strongly Disagree	68	17.7	17.7	17.7
	Disagree	72	18.7	18.7	36.4
	Neutral	64	16.6	16.6	53.0
	Agree	89	23.1	23.1	76.1
	Strongly Agree	92	23.9	23.9	100.0
	Total	385	100.0	100.0	

Our organization has effective methods for verifying the accuracy of decisions.

Figure 4.17: Our organization has effective methods for verifying the accuracy of decisions

The above Table 4.25 and Graph (Figure 4.17) illustrate perceptions regarding whether the organization has effective methods for verifying the accuracy of decisions. Out of 385 respondents, 17.7% strongly disagree and 18.7% disagree, suggesting that a significant portion feels the organization lacks effective methods for decision verification. Additionally, 16.6% are neutral on this matter. However, 23.1% agree and 23.9% strongly agree that effective methods are in place, indicating that a substantial portion of respondents believe the organization has robust mechanisms for ensuring the accuracy of its decisions.

Table 4.26 Decision-making accuracy has improved with the implementation of recent changes in our processes

				Valid	Cumulative
Decision-making accuracy has improved with the implementation of recent changes in our processes.					
		Frequency	Percent	Percent	Percent
Valid	Strongly Disagree	44	11.4	11.4	11.4
	Disagree	66	17.1	17.1	28.6
	Neutral	76	19.7	19.7	48.3
	Agree	86	22.3	22.3	70.6
	Strongly Agree	113	29.4	29.4	100.0
	Total	385	100.0	100.0	

Decision-making accuracy has improved with the implementation of recent changes in our processes.
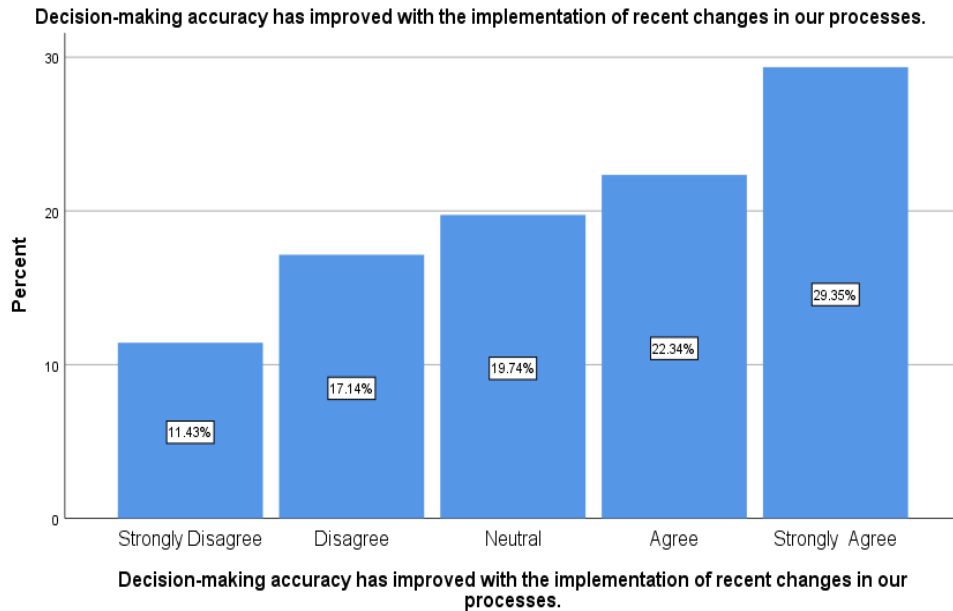
Figure 4.18: Decision-making accuracy has improved with the implementation of recent changes in our processes

The above Table 4.26 and Graph (Figure 4.18) illustrate perceptions regarding whether decision-making accuracy has improved with the implementation of recent changes in processes. Out of 385 respondents, 11.4% strongly disagree and 17.1% disagree, indicating that some respondents feel recent changes have not enhanced decision-making accuracy. Additionally, 19.7% are neutral on this matter. However, 22.3% agree and 29.4% strongly agree that decision-making accuracy has improved, reflecting a generally positive view among the majority of respondents about the effectiveness of recent changes in enhancing decision accuracy.

Table 4.27 The decision-making process includes multiple checks to ensure accuracy

<table>
<thead>
<tr><th colspan="6">The decision-making process includes multiple checks to ensure accuracy.</th></tr>
<tr><th></th><th></th><th>Frequency</th><th>Percent</th><th>Valid Percent</th><th>Cumulative Percent</th></tr>
</thead>
<tbody>
<tr><td>Valid</td><td>Strongly Disagree</td><td>71</td><td>18.4</td><td>18.4</td><td>18.4</td></tr>
<tr><td></td><td>Disagree</td><td>65</td><td>16.9</td><td>16.9</td><td>35.3</td></tr>
<tr><td></td><td>Neutral</td><td>74</td><td>19.2</td><td>19.2</td><td>54.5</td></tr>
<tr><td></td><td>Agree</td><td>61</td><td>15.8</td><td>15.8</td><td>70.4</td></tr>
<tr><td></td><td>Strongly Agree</td><td>114</td><td>29.6</td><td>29.6</td><td>100.0</td></tr>
<tr><td></td><td>Total</td><td>385</td><td>100.0</td><td>100.0</td><td></td></tr>
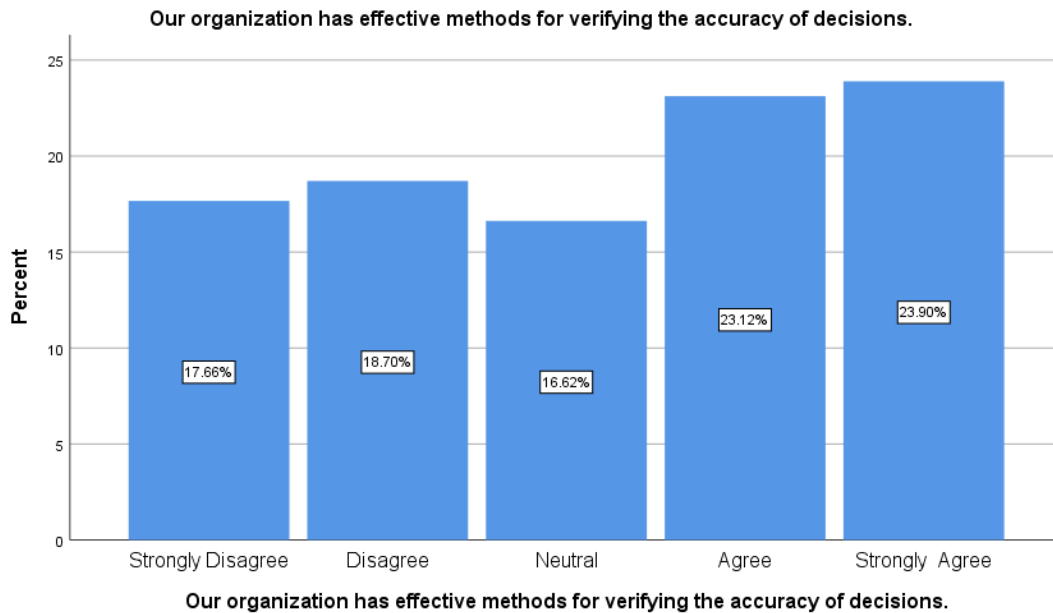</tbody>
</table>

The decision-making process includes multiple checks to ensure accuracy.

Figure 4.19: The decision-making process includes multiple checks to ensure accuracy

The above Table 4.27 and Graph (Figure 4.19) illustrate perceptions regarding whether the decision-making process includes multiple checks to ensure accuracy. Out of 385 respondents, 18.4% strongly disagree and 16.9% disagree, suggesting that some respondents feel the decision-making process lacks sufficient checks. Additionally, 19.2% are neutral on this issue. However, 15.8% agree and 29.6% strongly agree that the process includes multiple checks, indicating that a majority of respondents believe there are robust mechanisms in place to ensure decision-making accuracy.

Table 4.28 The decisions made by our team are typically accurate and well-informed

The decisions made by our team are typically accurate and well-informed.				
	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Strongly Disagree	61	15.8	15.8	15.8
	Disagree	54	14.0	14.0	29.9
	Neutral	47	12.2	12.2	42.1
	Agree	119	30.9	30.9	73.0
	Strongly Agree	104	27.0	27.0	100.0
	Total	385	100.0	100.0	

Figure 4.20: The decisions made by our team are typically accurate and well-informed

The above Table 4.28 and Graph (Figure 4.20) illustrate perceptions regarding the accuracy and quality of decisions made by the team. Out of 385 respondents, 15.8% strongly disagree and 14.0% disagree, indicating that a segment of respondents feels the decisions may not always be accurate or well-informed. Additionally, 12.2% are neutral. On the

positive side, 30.9% agree and 27.0% strongly agree that decisions are typically accurate and well-informed, reflecting a generally favorable view among the majority of respondents regarding the decision-making quality of the team.

Table 4.29 Our decision-making process involves thorough analysis, leading to accurate outcomes

				Valid	Cumulative
Our decision-making process involves thorough analysis, leading to accurate outcomes.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	44	11.4	11.4	11.4
	Disagree	55	14.3	14.3	25.7
	Neutral	60	15.6	15.6	41.3
	Agree	113	29.4	29.4	70.6
	Strongly Agree	113	29.4	29.4	100.0
	Total	385	100.0	100.0	

Figure 4.21: Our decision-making process involves thorough analysis, leading to accurate outcomes

The above Table 4.29 and Graph (Figure 4.21) illustrate perceptions regarding whether the decision-making process involves thorough analysis, leading to accurate outcomes. Out of 385 respondents, 11.4% strongly disagree and 14.3% disagree, suggesting that some respondents feel the process lacks sufficient analysis. Additionally, 15.6% are neutral. However, 29.4% agree and 29.4% strongly agree that the decision-making process includes thorough analysis, leading to accurate outcomes, indicating that a majority of respondents view the process as effective in ensuring accurate results through comprehensive analysis.

Table 4.30 The information used in our decision-making process is reliable and accurate

<table>
<tr><td colspan="6">The information used in our decision-making process is reliable and accurate</td></tr>
<tr><td></td><td></td><td>Frequency</td><td>Percent</td><td>Valid Percent</td><td>Cumulative Percent</td></tr>
<tr><td rowspan="6">Valid</td><td>Strongly Disagree</td><td>53</td><td>13.8</td><td>13.8</td><td>13.8</td></tr>
<tr><td>Disagree</td><td>52</td><td>13.5</td><td>13.5</td><td>27.3</td></tr>
<tr><td>Neutral</td><td>57</td><td>14.8</td><td>14.8</td><td>42.1</td></tr>
<tr><td>Agree</td><td>114</td><td>29.6</td><td>29.6</td><td>71.7</td></tr>
<tr><td>Strongly Agree</td><td>109</td><td>28.3</td><td>28.3</td><td>100.0</td></tr>
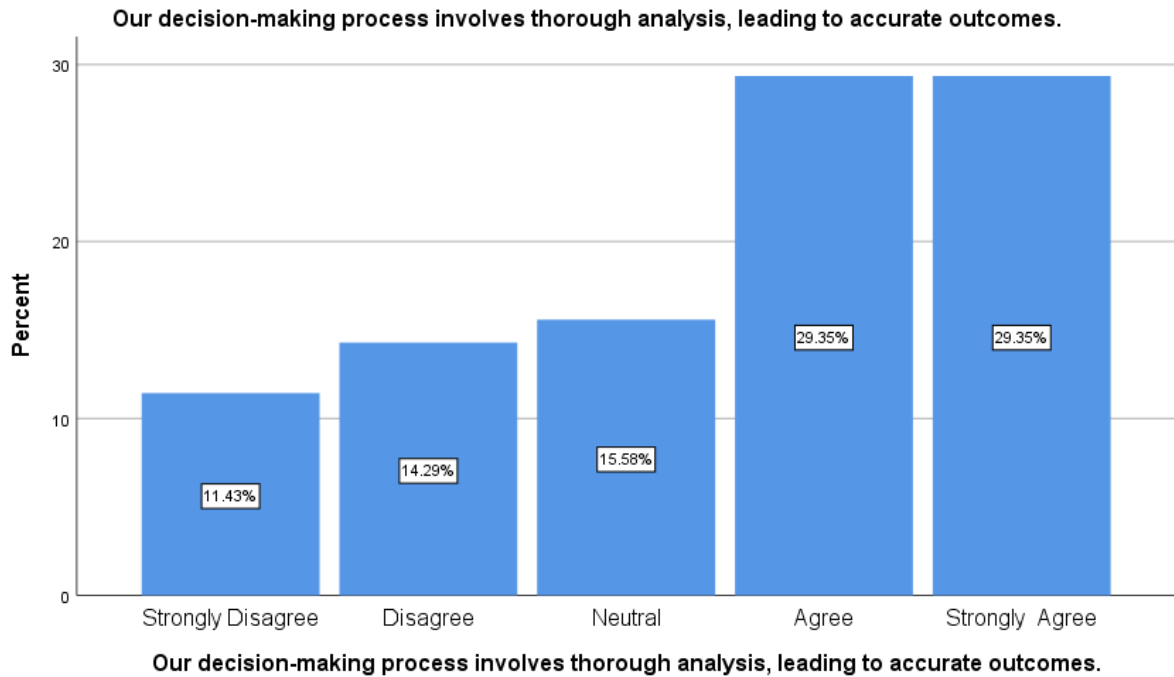<tr><td>Total</td><td>385</td><td>100.0</td><td>100.0</td><td></td></tr>
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The information used in our decision-making process is reliable and accurate
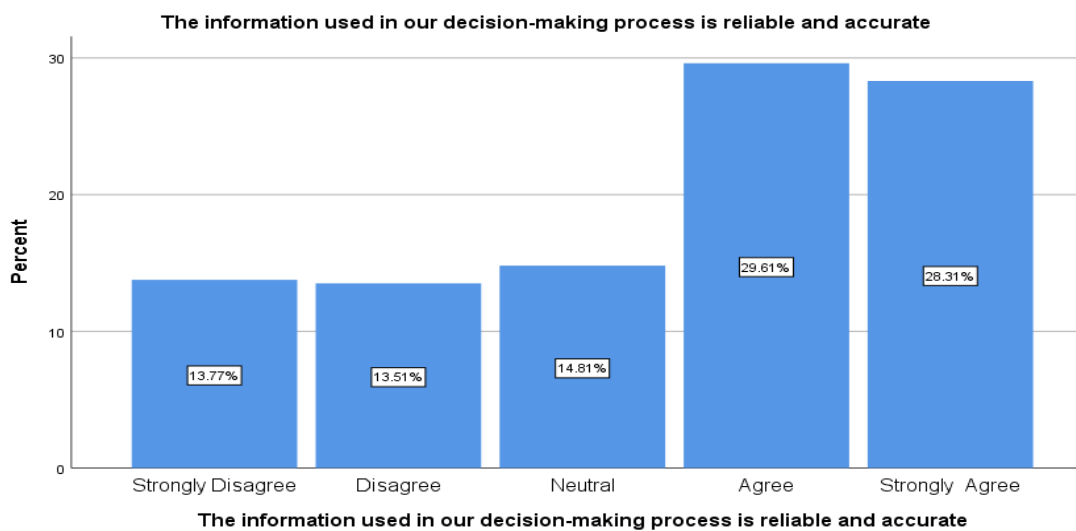
Figure 4.22: The information used in our decision-making process is reliable and accurate

The above Table 4.30 and Graph (Figure 4.22) illustrate perceptions regarding the reliability and accuracy of the information used in the decision-making process. Out of 385 respondents, 13.8% strongly disagree and 13.5% disagree, indicating that some respondents feel the information may not always be reliable or accurate. Additionally, 14.8% are neutral on this issue. However, 29.6% agree and 28.3% strongly agree that the information used is reliable and accurate, reflecting a generally positive view among the majority of respondents about the quality of information supporting decision-making.

- **Effective Decision-Making Strategies**

Table 4.31: There is a clear process for evaluating the effectiveness of decision-making strategies in my organization

There is a clear process for evaluating the effectiveness of decision-making strategies in my organization.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	47	12.2	12.2	12.2
	Disagree	51	13.2	13.2	25.5
	Neutral	49	12.7	12.7	38.2
	Agree	128	33.2	33.2	71.4
	Strongly Agree	110	28.6	28.6	100.0
	Total	385	100.0	100.0	

There is a clear process for evaluating the effectiveness of decision-making strategies in my organization.
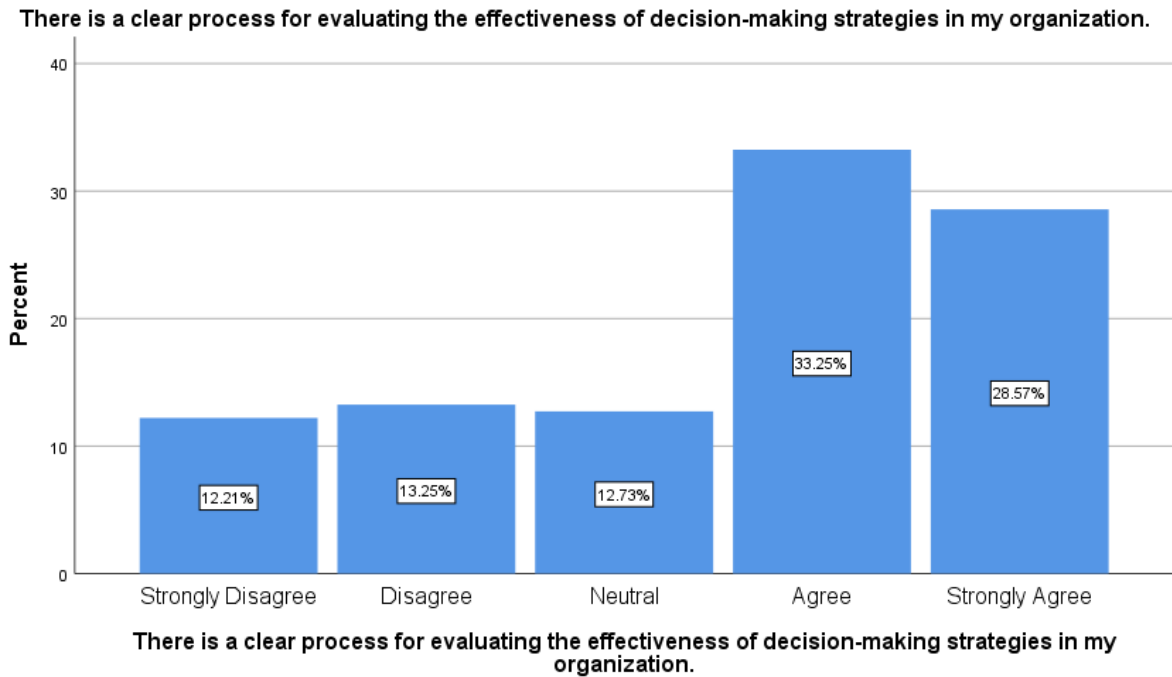
Figure 4.23: There is a clear process for evaluating the effectiveness of decision-making strategies in my organization

The above Table 4.31 and Graph (Figure 4.23) illustrate perceptions regarding the presence of a clear process for evaluating the effectiveness of decision-making strategies within the organization. Out of 385 respondents, 12.2% strongly disagree and 13.2% disagree, suggesting that a portion of respondents feels there may not be a well-defined process for evaluation. Additionally, 12.7% are neutral on this matter. On the positive side, 33.2% agree and 28.6% strongly agree that there is a clear process in place, indicating that a significant majority of respondents perceive the organization as having a structured approach to evaluating the effectiveness of its decision-making strategies.

Table 4.32: The effective strategies for assessing and managing risks associated with decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	51	13.2	13.2	13.2
	Disagree	56	14.5	14.5	27.8
	Neutral	47	12.2	12.2	40.0
	Agree	100	26.0	26.0	66.0
	Strongly Agree	131	34.0	34.0	100.0
	Total	385	100.0	100.0	
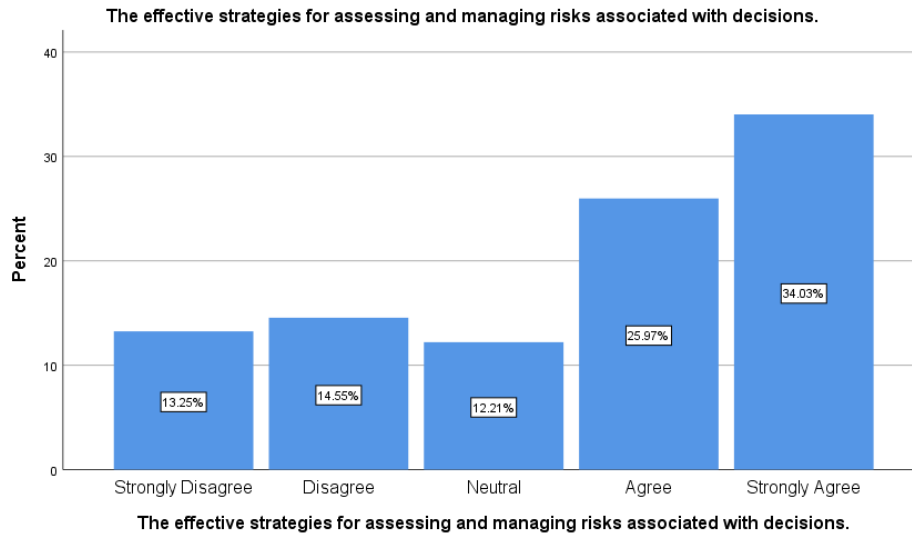
Figure 4.24: The effective strategies for assessing and managing risks associated with decisions

The above Table 4.32 and Graph (Figure 4.24) illustrate perceptions regarding the effectiveness of strategies for assessing and managing risks associated with decisions. Out of 385 respondents, 13.2% strongly disagree and 14.5% disagree, indicating that some respondents feel the strategies for risk management may not be effective. Additionally, 12.2% are neutral. However, 26.0% agree and 34.0% strongly agree that effective strategies are in place for assessing and managing risks, reflecting a positive view among a majority of respondents about the organization's approach to handling decision-related risks.

Table 4.33: The decision-making strategies used in my organization are clear and well-defined

The decision-making strategies used in my organization are clear and well-defined.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	56	14.5	14.5	14.5

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	Disagree	56	14.5	14.5	29.1
	Neutral	47	12.2	12.2	41.3
	Agree	119	30.9	30.9	72.2
	Strongly Agree	107	27.8	27.8	100.0
	Total	385	100.0	100.0	

Figure 4.25: The decision-making strategies used in my organization are clear and well-defined

The above Table 4.33 and Graph (Figure 4.25) illustrate perceptions regarding the clarity and definition of decision-making strategies within the organization. Out of 385 respondents, 14.5% strongly disagree and another 14.5% disagree, suggesting that some

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respondents find the decision-making strategies to be unclear or not well-defined. Additionally, 12.2% are neutral on this matter. However, 30.9% agree and 27.8% strongly agree that the strategies used are clear and well-defined, indicating that a significant majority of respondents view the decision-making strategies as effectively structured and articulated.

Table 4.34: Our organization regularly reviews and updates its decision-making strategies.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	57	14.8	14.8	14.8
	Disagree	48	12.5	12.5	27.3
	Neutral	45	11.7	11.7	39.0
	Agree	115	29.9	29.9	68.8
	Strongly Agree	120	31.2	31.2	100.0
	Total	385	100.0	100.0	
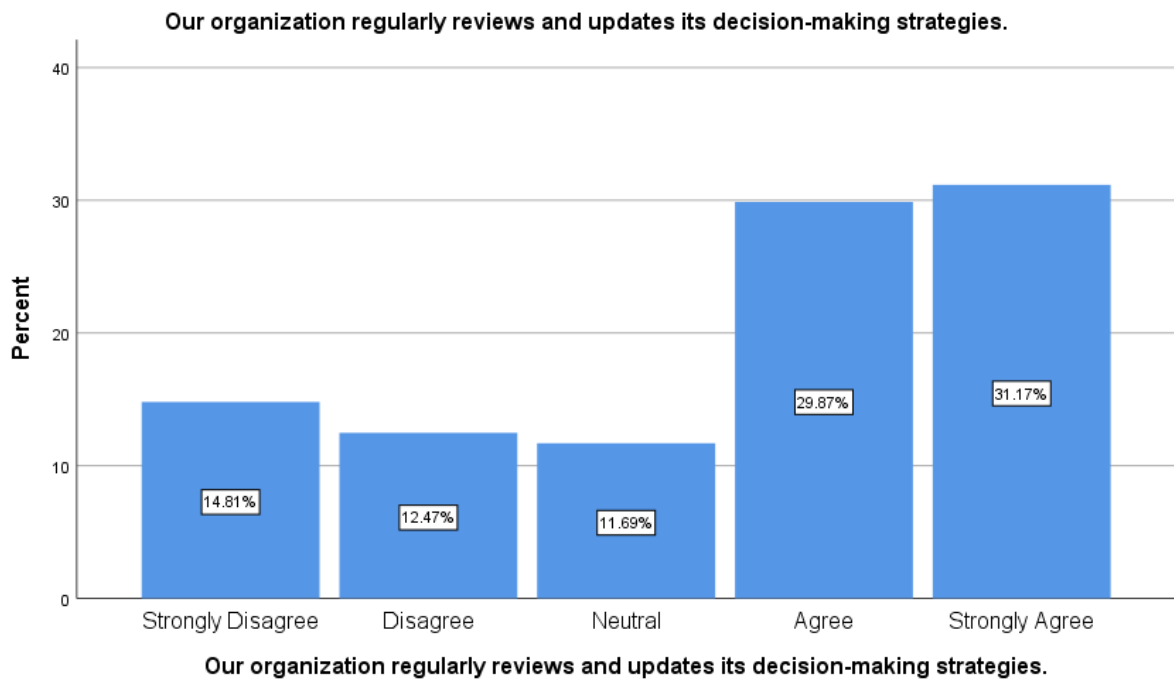
Figure 4.26: Our organization regularly reviews and updates its decision-making strategies.

The above Table 4.34 and Graph (Figure 4.26) illustrate perceptions regarding the regularity of reviews and updates to decision-making strategies within the organization. Out of 385 respondents, 14.8% strongly disagree and 12.5% disagree, indicating that some respondents feel the organization may not frequently review or update its decision-making strategies. Additionally, 11.7% are neutral on this issue. On a positive note, 29.9% agree and 31.2% strongly agree that the organization regularly reviews and updates its strategies, reflecting a generally positive view among a majority of respondents about the organization's commitment to maintaining current and effective decision-making processes.

Table 4.35: Decision-making strategies in my organization are aligned with organizational goals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	40	10.4	10.4	10.4
	Disagree	59	15.3	15.3	25.7
	Neutral	61	15.8	15.8	41.6
	Agree	132	34.3	34.3	75.8
	Strongly Agree	93	24.2	24.2	100.0
	Total	385	100.0	100.0	

Decision-making strategies in my organization are aligned with organizational goals.

Figure 4.27: Decision-making strategies in my organization are aligned with organizational goals

The above Table 4.35 and Graph (Figure 4.27) illustrate perceptions regarding the alignment of decision-making strategies with organizational goals. Out of 385 respondents, 10.4% strongly disagree and 15.3% disagree, suggesting that a portion of respondents feel the decision-making strategies may not be well-aligned with organizational goals. Additionally, 15.8% are neutral. However, 34.3% agree and 24.2% strongly agree that the strategies are aligned with organizational goals, indicating that a significant majority of respondents perceive the decision-making strategies as effectively supporting the organization's objectives.

Table 4.36: Decision-making strategies in my organization are communicated effectively to all relevant employees

				Valid	Cumulative
Decision-making strategies in my organization are communicated effectively to all relevant employees.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	49	12.7	12.7	12.7
	Disagree	46	11.9	11.9	24.7
	Neutral	41	10.6	10.6	35.3
	Agree	128	33.2	33.2	68.6
	Strongly Agree	121	31.4	31.4	100.0
	Total	385	100.0	100.0	

Decision-making strategies in my organization are communicated effectively to all relevant employees.
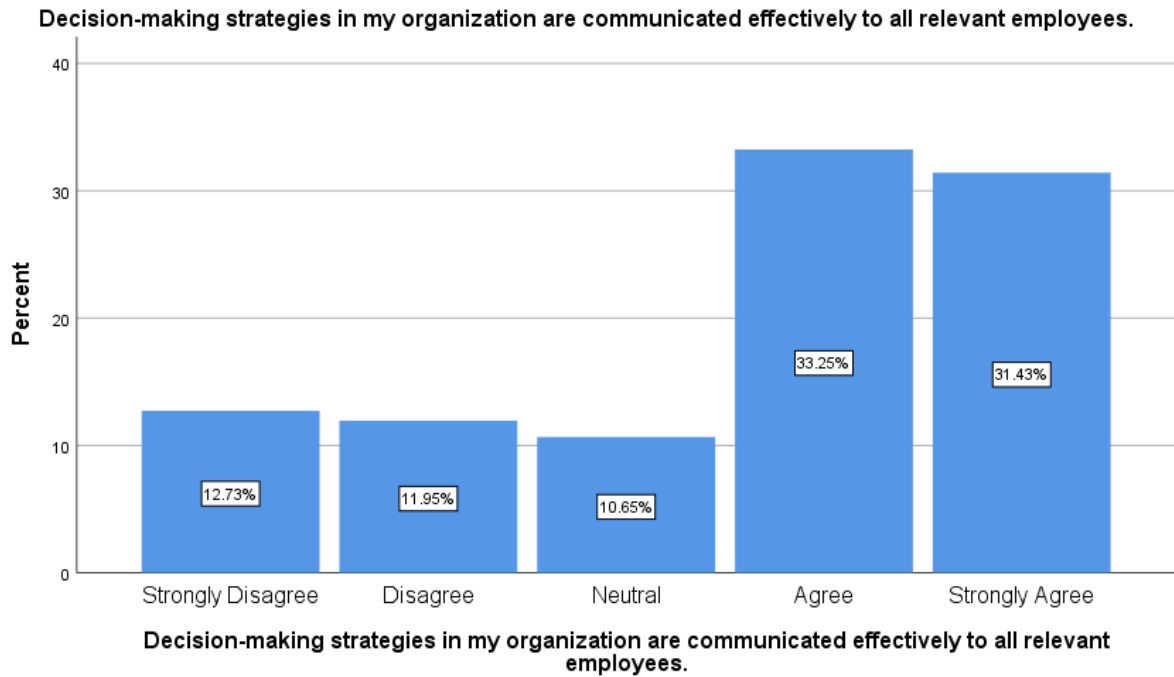
Figure 4.28: Decision-making strategies in my organization are communicated effectively to all relevant employees

The above Table 4.36 and Graph (Figure 4.28) illustrate perceptions regarding the effectiveness of communication about decision-making strategies to relevant employees. Out of 385 respondents, 12.7% strongly disagree and 11.9% disagree, indicating that some respondents feel the communication of decision-making strategies may not be effective. Additionally, 10.6% are neutral. However, 33.2% agree and 31.4% strongly agree that the strategies are communicated effectively to all relevant employees, reflecting a generally positive view among a majority of respondents regarding the clarity and reach of communication concerning decision-making strategies.

Table 4.37: The decision-making strategies in my organization are flexible and adaptable to changing circumstances

				Valid	Cumulative
The decision-making strategies in my organization are flexible and adaptable to changing circumstances.					
		Frequency	Percent	Percent	Percent
Valid	Strongly Disagree	49	12.7	12.7	12.7
	Disagree	57	14.8	14.8	27.5
	Neutral	49	12.7	12.7	40.3
	Agree	107	27.8	27.8	68.1
	Strongly Agree	123	31.9	31.9	100.0
	Total	385	100.0	100.0	

The decision-making strategies in my organization are flexible and adaptable to changing circumstances.
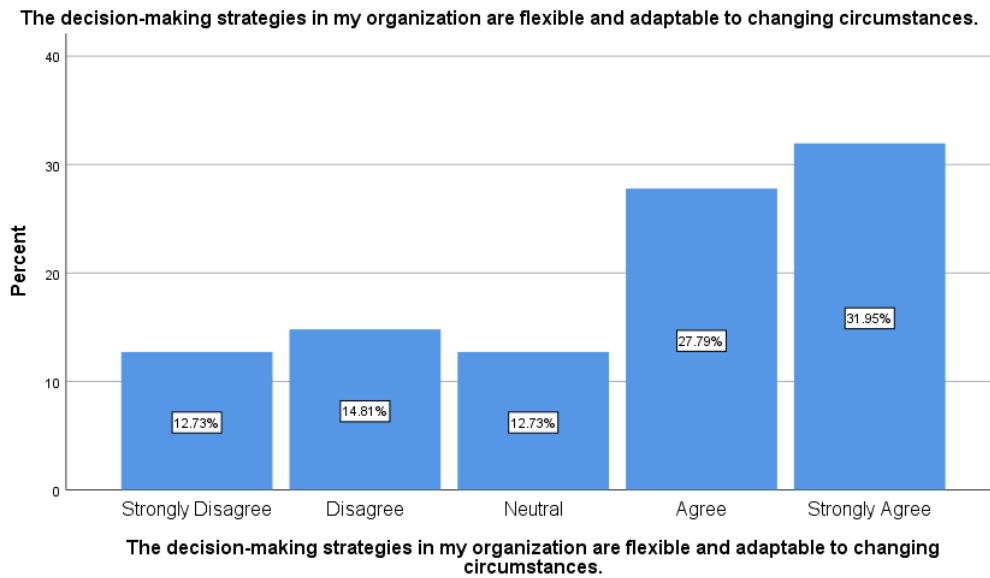
Figure 4.29: The decision-making strategies in my organization are flexible and adaptable to changing circumstances

The above Table 4.37 and Graph (Figure 4.29) illustrate perceptions regarding the flexibility and adaptability of decision-making strategies in the organization. Out of 385 respondents, 12.7% strongly disagree and 14.8% disagree, indicating that some respondents feel the decision-making strategies may lack flexibility and adaptability to changing circumstances. Additionally, 12.7% are neutral on this issue. However, 27.8% agree and 31.9% strongly agree that the strategies are flexible and adaptable, reflecting a positive view among a majority of respondents about the organization's ability to adjust its decision-making approaches in response to evolving situations.

Table 4.38: The outcomes of decisions made using current strategies are generally positive and beneficial for the organization

				Valid	Cumulative
The outcomes of decisions made using current strategies are generally positive and beneficial for the organization					
		Frequency	Percent	Percent	Percent
Valid	Strongly Disagree	53	13.8	13.8	13.8
	Disagree	53	13.8	13.8	27.5
	Neutral	55	14.3	14.3	41.8
	Agree	106	27.5	27.5	69.4
	Strongly Agree	118	30.6	30.6	100.0
	Total	385	100.0	100.0	

The outcomes of decisions made using current strategies are generally positive and beneficial for the organization
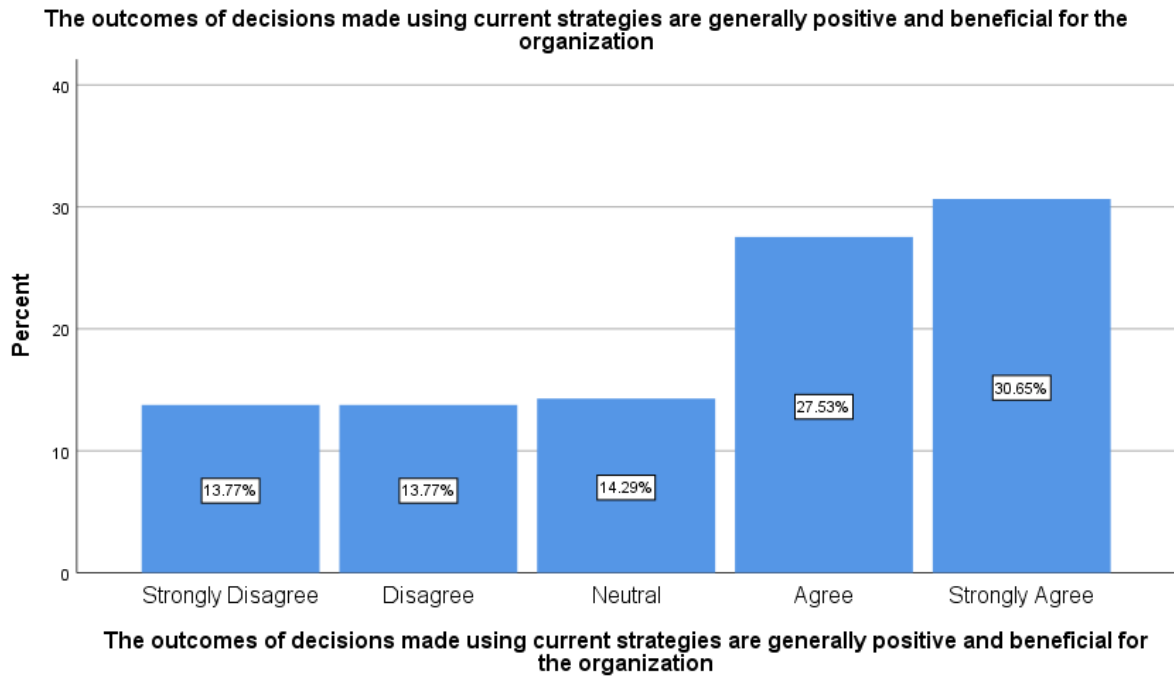
Figure 4.30: The outcomes of decisions made using current strategies are generally positive and beneficial for the organization

The above Table 4.38 and Graph (Figure 4.30) illustrate perceptions regarding the effectiveness of current decision-making strategies in producing positive and beneficial outcomes for the organization. Out of 385 respondents, 13.8% strongly disagree and 13.8% disagree, indicating that a segment of respondents believes that the outcomes may not always be favorable. Additionally, 14.3% are neutral. However, 27.5% agree and 30.6% strongly agree that the outcomes of decisions made using current strategies are generally positive and beneficial, reflecting a majority of respondents who view the strategies as effective in achieving favorable results for the organization.

- **Achievement of the Organization's Strategic Goals**

Table 4.39: The organization uses clear and effective performance metrics to track progress toward its strategic goals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	59	15.3	15.3	15.3
	Disagree	50	13.0	13.0	28.3
	Neutral	52	13.5	13.5	41.8
	Agree	105	27.3	27.3	69.1
	Strongly Agree	119	30.9	30.9	100.0
	Total	385	100.0	100.0	

The organization uses clear and effective performance metrics to track progress toward its strategic goals.
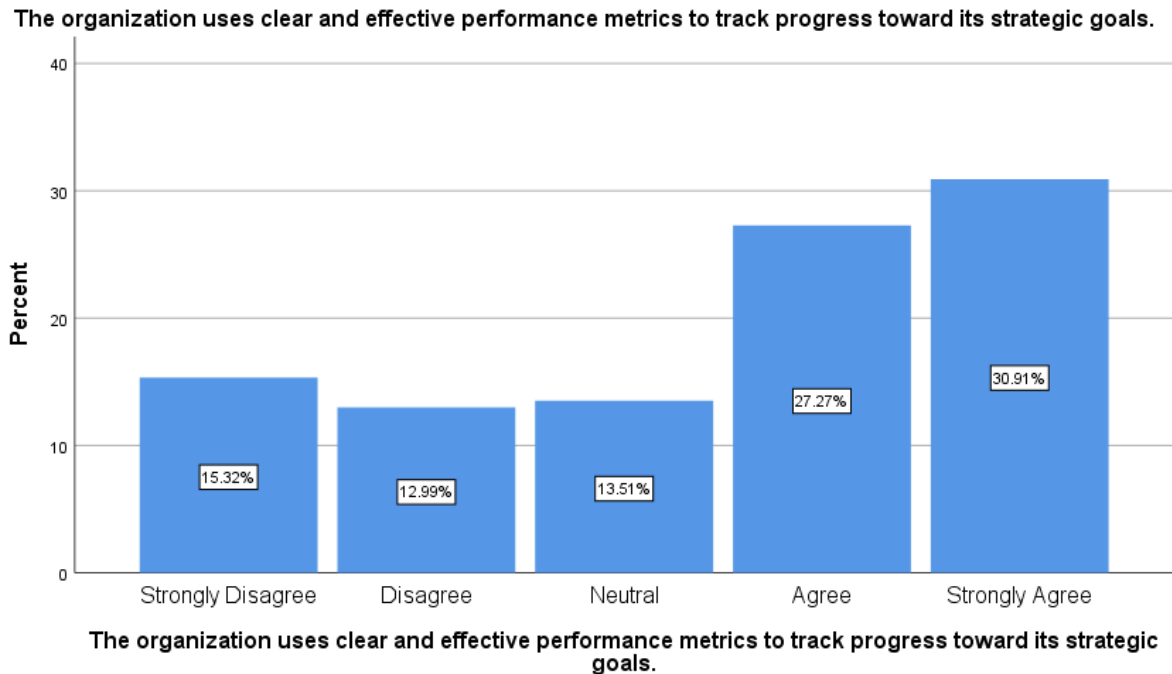
Figure 4.31: The organization uses clear and effective performance metrics to track progress toward its strategic goals

The above Table 4.39 and Graph (Figure 4.31) provide insights into the use of performance metrics within the organization for tracking progress toward strategic goals. Among the 385 respondents, 15.3% strongly disagree and 13.0% disagree, indicating that some feel the performance metrics may not be clear or effective. Additionally, 13.5% are neutral. On the other hand, 27.3% agree and 30.9% strongly agree that the organization uses clear and effective performance metrics, suggesting that a significant portion of respondents believes in the effectiveness of these metrics in monitoring progress towards strategic goals.

Table 4.40: Achieving strategic goals in our organization is closely tied to understanding and meeting customer needs

		Frequency	Percent	Valid Percent	Cumulative Percent
	Achieving strategic goals in our organization is closely tied to understanding and meeting customer needs.				
Valid	Strongly Disagree	48	12.5	12.5	12.5
	Disagree	48	12.5	12.5	24.9
	Neutral	50	13.0	13.0	37.9
	Agree	129	33.5	33.5	71.4
	Strongly Agree	110	28.6	28.6	100.0
	Total	385	100.0	100.0	

Figure 4.32: Achieving strategic goals in our organization is closely tied to understanding and meeting customer needs

Achieving strategic goals in our organization is closely tied to understanding and meeting customer needs.
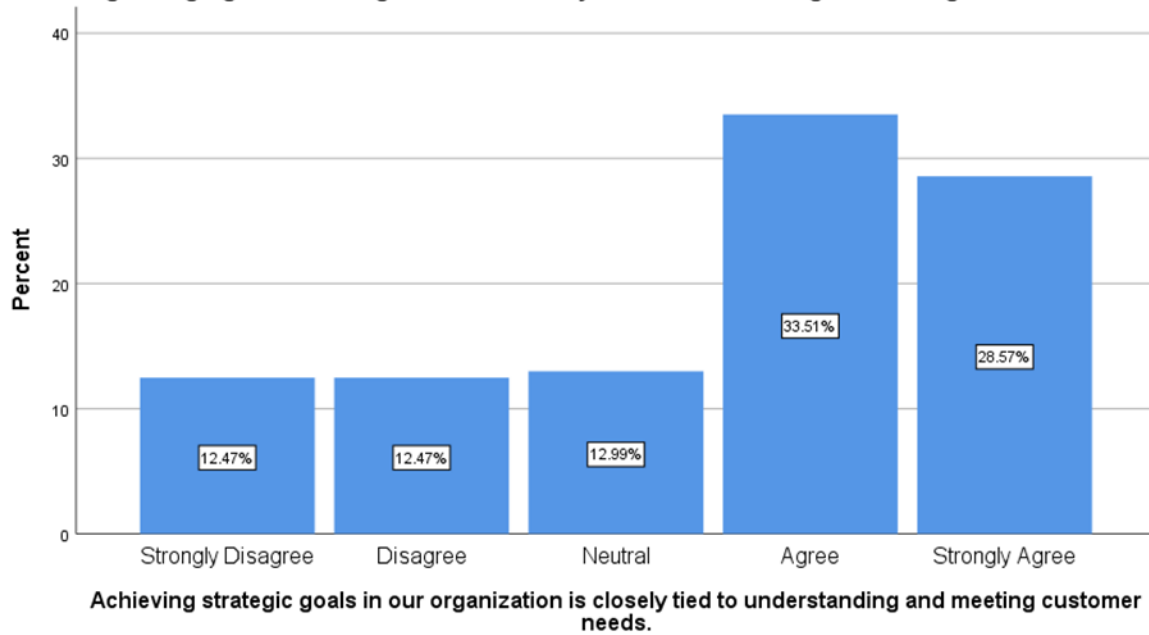
The above Table 4.40 and Graph (Figure 4.32) highlight the relationship between achieving strategic goals and understanding customer needs in the organization. Of the 385 respondents, 12.5% strongly disagree and another 12.5% disagree, indicating that a portion of the workforce may not perceive a strong connection between strategic goals and customer needs. A further 13.0% are neutral on this aspect. In contrast, 33.5% agree and 28.6% strongly agree, reflecting that a substantial number of respondents believe that understanding and meeting customer needs is crucial for achieving the organization's strategic goals.

Table 4.41 The organization is adaptable to changes that may impact the achievement of strategic goals.

		Frequency	Percent	Valid Percent	Cumulative Percent
The organization is adaptable to changes that may impact the achievement of strategic goals.					
Valid	Strongly Disagree	51	13.2	13.2	13.2
	Disagree	53	13.8	13.8	27.0
	Neutral	47	12.2	12.2	39.2
	Agree	101	26.2	26.2	65.5
	Strongly Agree	133	34.5	34.5	100.0
	Total	385	100.0	100.0	

The organization is adaptable to changes that may impact the achievement of strategic goals.
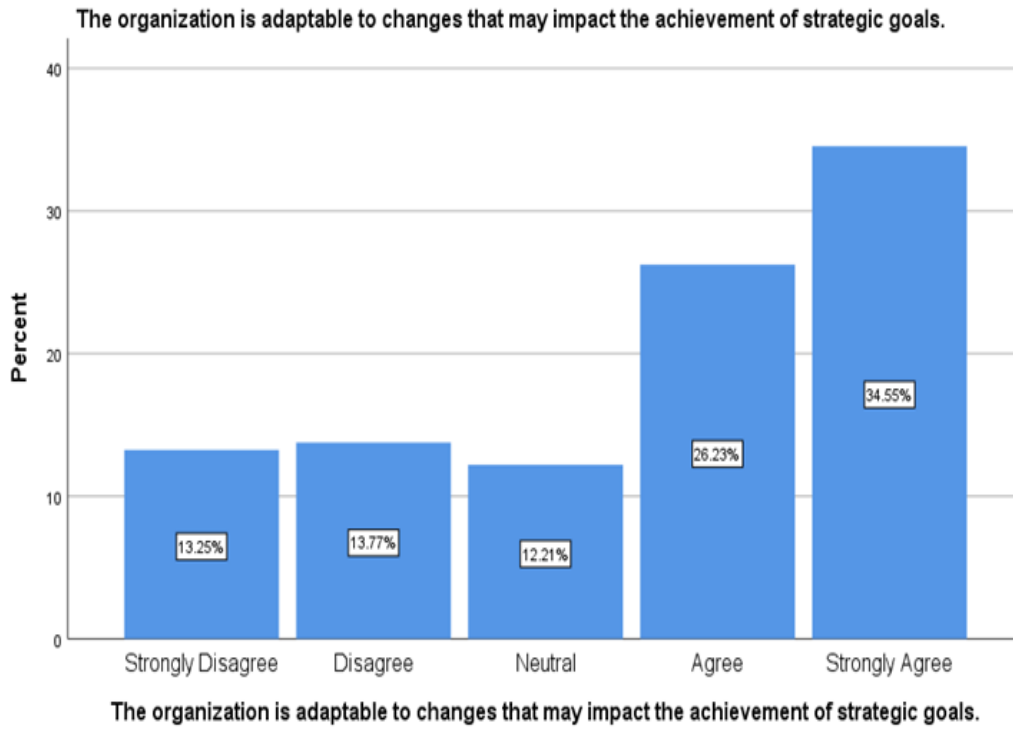
Figure 4.33: The organization is adaptable to changes that may impact the achievement of strategic goals.

The above Table 4.41 and Graph (Figure 4.33) illustrate the organization's adaptability to changes affecting the achievement of strategic goals. From the 385 respondents, 13.2% strongly disagree and 13.8% disagree, suggesting some employees feel the organization may struggle with adaptability. An additional 12.2% remain neutral. However, 26.2% agree and 34.5% strongly agree, indicating that a majority of respondents perceive the organization as being effective in adapting to changes that impact on its strategic objectives.

Table 4.42: Leadership provides adequate support to ensure the achievement of the strategic goals.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Leadership provides adequate support to ensure the achievement of the strategic goals.				
Valid	Strongly Disagree	55	14.3	14.3	14.3
	Disagree	53	13.8	13.8	28.1
	Neutral	46	11.9	11.9	40.0
	Agree	121	31.4	31.4	71.4
	Strongly Agree	110	28.6	28.6	100.0
	Total	385	100.0	100.0	
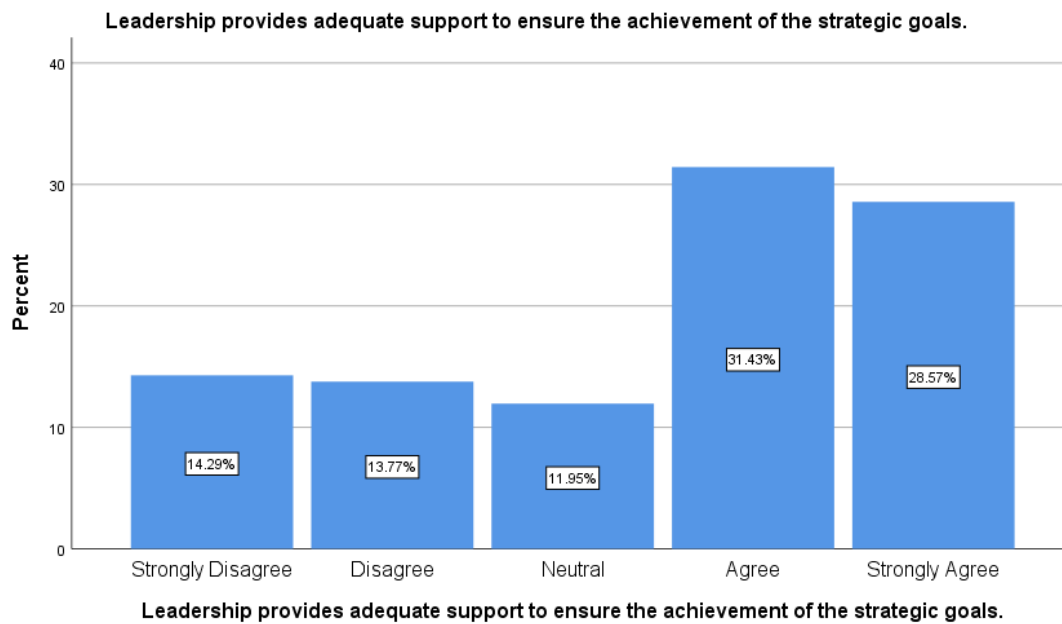
Figure 4.34: Leadership provides adequate support to ensure the achievement of the strategic goals.

The above Table 4.42 and Graph (Figure 4.34) depict the level of support provided by leadership to ensure the achievement of strategic goals. Among the 385 respondents, 14.3% strongly disagree and 13.8% disagree, indicating some perception of inadequate support from leadership. An additional 11.9% are neutral on this matter. However, 31.4% agree and 28.6% strongly agree, reflecting that a majority of respondents believe leadership provides sufficient support for achieving the organization's strategic goals.

Table 4.43: Employees are encouraged to contribute to the achievement of the organization's strategic goals.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Employees are encouraged to contribute to the achievement of the organization's strategic goals.				
Valid	Strongly Disagree	59	15.3	15.3	15.3
	Disagree	46	11.9	11.9	27.3
	Neutral	43	11.2	11.2	38.4
	Agree	116	30.1	30.1	68.6
	Strongly Agree	121	31.4	31.4	100.0
	Total	385	100.0	100.0	

Employees are encouraged to contribute to the achievement of the organization's strategic goals.
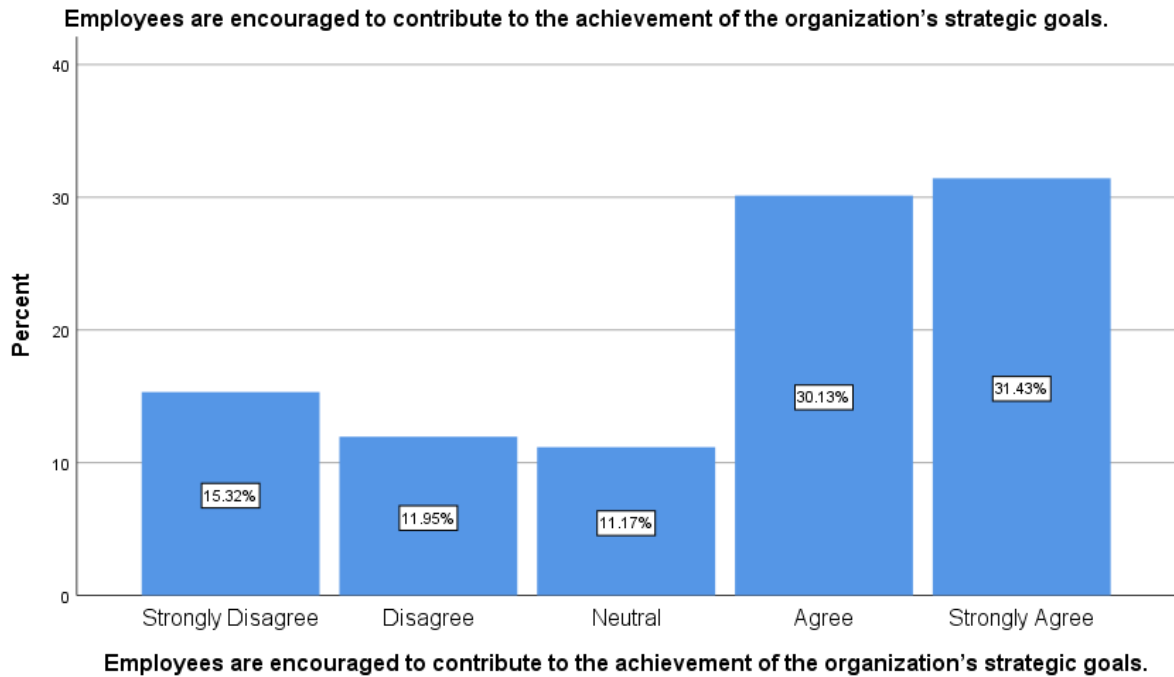
Figure 4.35: Employees are encouraged to contribute to the achievement of the organization's strategic goals.

The above Table 4.43 and Graph (Figure 4.35) illustrate the extent to which employees are encouraged to contribute to the achievement of the organization's strategic goals. Out of the 385 respondents, 15.3% strongly disagree and 11.9% disagree, suggesting some dissatisfaction with encouragement levels. An additional 11.2% are neutral. Conversely, 30.1% agree and 31.4% strongly agree, indicating that a significant portion of employees feel they are encouraged to support the organization's strategic objectives.

Table 4.44: The strategic goals of our organization are clearly communicated and understood by all employees

The strategic goals of our organization are clearly communicated and understood by all employees.

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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	71	18.4	18.4	18.4
	Disagree	65	16.9	16.9	35.3
	Neutral	74	19.2	19.2	54.5
	Agree	61	15.8	15.8	70.4
	Strongly Agree	114	29.6	29.6	100.0
	Total	385	100.0	100.0	

Figure 4.36: The strategic goals of our organization are clearly communicated and understood by all employees

The above Table 4.44 and Graph (Figure 4.36) display the extent to which employees believe that the strategic goals of the organization are clearly communicated and understood. Among the 385 respondents, 18.4% strongly disagree and 16.9% disagree, reflecting a notable portion who feel that communication about strategic goals is lacking. Another 19.2% are neutral on this issue. However, 15.8% agree and 29.6% strongly agree, indicating that a considerable number of employees feel that the strategic goals are effectively communicated and understood.

Table 4.45: The organization is adaptable to changes that may impact the achievement of its strategic goals

The organization is adaptable to changes that may impact the achievement of its strategic goals.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	61	15.8	15.8	15.8
	Disagree	54	14.0	14.0	29.9
	Neutral	47	12.2	12.2	42.1
	Agree	119	30.9	30.9	73.0
	Strongly Agree	104	27.0	27.0	100.0
	Total	385	100.0	100.0	

The organization is adaptable to changes that may impact the achievement of its strategic goals.

Figure 4.37: The organization is adaptable to changes that may impact the achievement of its strategic goals

The above Table 4.45 and Graph (Figure 4.37) illustrate employees' perceptions of the organization's adaptability to changes that may impact the achievement of its strategic goals. According to the data, 15.8% of respondents strongly disagree and 14.0% disagree, suggesting that some employees believe the organization struggles with adaptability. Another 12.2% are neutral. However, a significant portion, 30.9%, agree, and 27.0% strongly agree, indicating that many employees feel the organization is capable of adapting effectively to changes.

Table 4.46: The organization effectively monitors progress towards achieving its strategic goals.

		Frequency	Percent	Valid Percent	Cumulative Percent
	The organization effectively monitors progress towards achieving its strategic goals.				
Valid	Strongly Disagree	44	11.4	11.4	11.4
	Disagree	55	14.3	14.3	25.7
	Neutral	60	15.6	15.6	41.3
	Agree	113	29.4	29.4	70.6
	Strongly Agree	113	29.4	29.4	100.0
	Total	385	100.0	100.0	

The organization effectively monitors progress towards achieving its strategic goals.

Figure 4.38: The organization effectively monitors progress towards achieving its strategic goals.

Table 4.46 and Graph (Figure 4.38) illustrate employees' perceptions of how effectively the organization monitors progress towards achieving its strategic goals. The data reveals that 11.4% of respondents strongly disagree, and 14.3% disagree, suggesting that a portion of employees believe the organization is not effective in monitoring progress. An additional 15.6% are neutral on the matter. In contrast, a substantial 29.4% of employees agree, and another 29.4% strongly agree, indicating that a significant number of employees perceive the organization as effective in tracking progress toward its strategic objectives.

- **Effective Decision Making**

Table 4.47: The decisions made by my organization have a positive impact on our overall performance

The decisions made by my organization have a positive impact on our overall performance.				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	43	11.2	11.2	11.2
	Disagree	57	14.8	14.8	26.0
	Neutral	48	12.5	12.5	38.4
	Agree	129	33.5	33.5	71.9
	Strongly Agree	108	28.1	28.1	100.0
	Total	385	100.0	100.0	

110
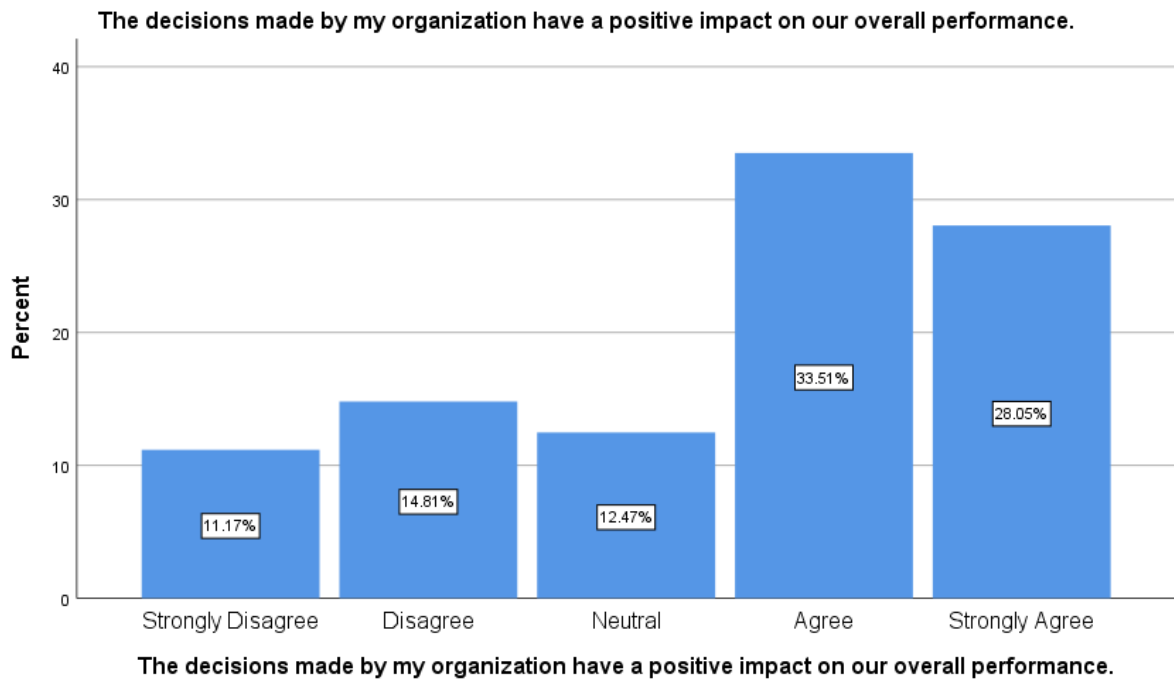
Figure 4.39: The decisions made by my organization have a positive impact on our overall performance

Table 4.47 and Graph (Figure 4.39) depict employees' perceptions of the impact of organizational decisions on overall performance. The data indicates that 11.2% of respondents strongly disagree, and 14.8% disagree, suggesting that some employees feel the decisions made by the organization do not positively affect performance. Additionally, 12.5% of respondents are neutral regarding this impact. On the other hand, a notable 33.5% of employees agree, and 28.1% strongly agree, indicating that a substantial portion of the workforce believes that organizational decisions contribute positively to overall performance.

Table 4.48: The decision-making process in my organization is clear and well-defined

The decision-making process in my organization is clear and well-defined.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	68	17.7	17.7	17.7
	Disagree	45	11.7	11.7	29.4
	Neutral	52	13.5	13.5	42.9
	Agree	110	28.6	28.6	71.4
	Strongly Agree	110	28.6	28.6	100.0
	Total	385	100.0	100.0	

The decision-making process in my organization is clear and well-defined.

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Figure 4.40: The decision-making process in my organization is clear and well-defined

Table 4.48 and Graph (Figure 4.40) illustrate employees' perceptions of the clarity and definition of the decision-making process within the organization. According to the data, 17.7% of respondents strongly disagree, and 11.7% disagree, indicating that some employees find the decision-making process to be unclear or poorly defined. Additionally, 13.5% of respondents are neutral on this issue. However, a significant proportion, 28.6%, agree, and another 28.6% strongly agree, suggesting that many employees feel the decision-making process is both clear and well-defined.

Table 4.49: The decision-making process in my organization includes input from relevant stakeholders.

The decision-making process in my organization includes input from relevant stakeholders.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	52	13.5	13.5	13.5
	Disagree	52	13.5	13.5	27.0
	Neutral	55	14.3	14.3	41.3
	Agree	104	27.0	27.0	68.3
	Strongly Agree	122	31.7	31.7	100.0
	Total	385	100.0	100.0	

Figure 4.41: The decision-making process in my organization includes input from relevant stakeholders.

Table 4.49 and Graph (Figure 4.41) illustrate employees' perceptions of stakeholder involvement in the decision-making process within the organization. The data reveal that 13.5% of respondents strongly disagree, and another 13.5% disagree, indicating that some employees feel the decision-making process lacks stakeholder input. Additionally, 14.3% are neutral regarding this issue. Conversely, a notable 27.0% of respondents agree, and 31.7% strongly agree, suggesting that a significant portion of employees believe that relevant stakeholders are adequately involved in the decision-making process.

Table 4.50: The decisions made in my organization align with its strategic goals and objectives

The decisions made in my organization align with its strategic goals and objectives.				
	Frequency	Percent	Valid Percent	Cumulative Percent

114

Valid	Strongly Disagree	44	11.4	11.4	11.4
	Disagree	53	13.8	13.8	25.2
	Neutral	61	15.8	15.8	41.0
	Agree	110	28.6	28.6	69.6
	Strongly Agree	117	30.4	30.4	100.0
	Total	385	100.0	100.0	

The decisions made in my organization align with its strategic goals and objectives.

Figure 4.42: The decisions made in my organization align with its strategic goals and objectives

Table 4.50 and Graph (Figure 4.42) display employees' perceptions of how well decisions in the organization align with its strategic goals and objectives. The data indicate that

11.4% of respondents strongly disagree, and 13.8% disagree, suggesting that some employees feel there is a misalignment between decisions and strategic goals. Additionally, 15.8% are neutral on this matter. However, a substantial 28.6% agree, and 30.4% strongly agree, indicating that many employees believe decisions are generally in line with the organization's strategic goals and objectives.

Table 4.51: Decision-makers in my organization are well-supported with the necessary resources and information.

		Frequency	Percent	Valid Percent	Cumulative Percent
Decision-makers in my organization are well-supported with the necessary resources and information.					
Valid	Strongly Disagree	50	13.0	13.0	13.0
	Disagree	45	11.7	11.7	24.7
	Neutral	60	15.6	15.6	40.3
	Agree	134	34.8	34.8	75.1
	Strongly Agree	96	24.9	24.9	100.0
	Total	385	100.0	100.0	
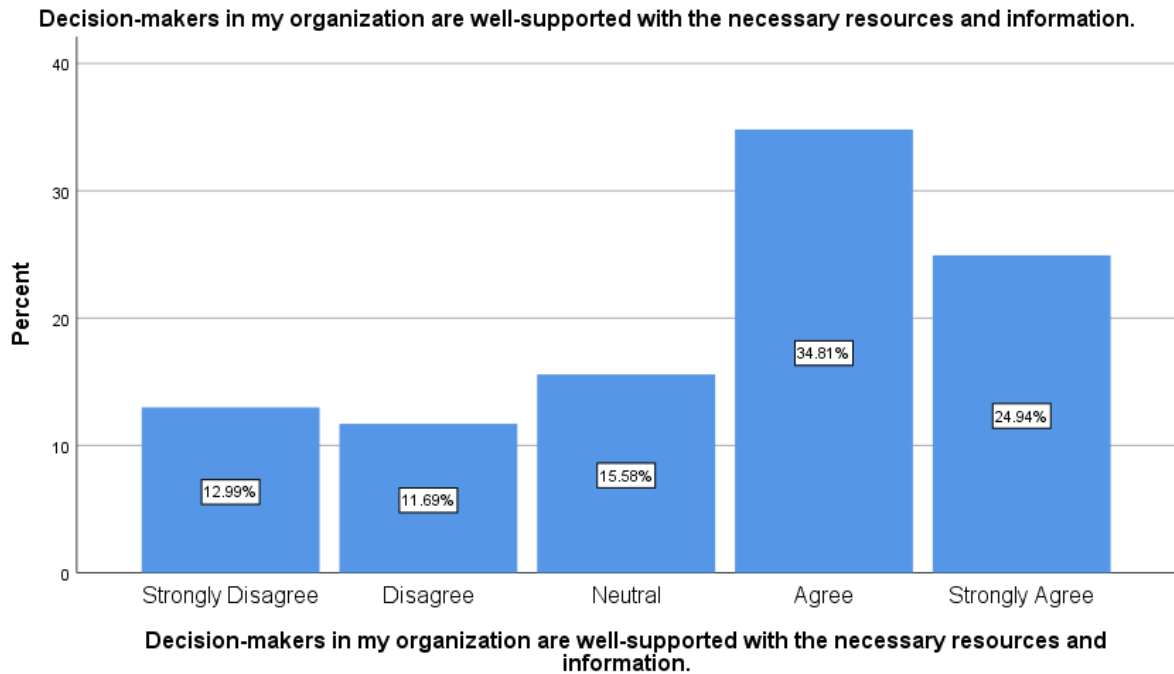
Figure 4.43: Decision-makers in my organization are well-supported with the necessary resources and information.

Table 4.51 and Graph (Figure 4.43) illustrate employees' views on whether decision-makers in the organization are adequately supported with necessary resources and information. According to the data, 13.0% of respondents strongly disagree and 11.7% disagree, indicating some dissatisfaction with the level of support provided. Another 15.6% are neutral. However, a significant 34.8% agree, and 24.9% strongly agree, suggesting that a majority of employees feel decision-makers generally receive sufficient support in terms of resources and information.

Table 4.52: The decision-making process includes input from all relevant stakeholders

		Frequency	Percent	Valid Percent	Cumulative Percent
The decision-making process includes input from all relevant stakeholders.					
Valid	Strongly Disagree	52	13.5	13.5	13.5
	Disagree	52	13.5	13.5	27.0
	Neutral	61	15.8	15.8	42.9
	Agree	113	29.4	29.4	72.2
	Strongly Agree	107	27.8	27.8	100.0
	Total	385	100.0	100.0	
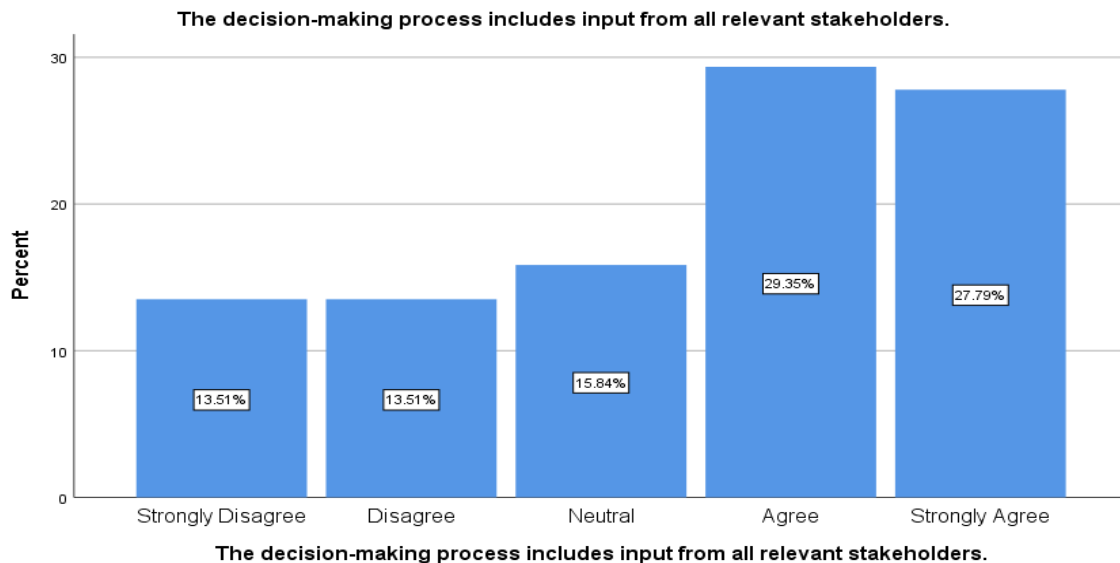
figure 4.44: The decision-making process includes input from all relevant stakeholders

Table 4.52 and Graph (Figure 4.44) illustrate employees' perceptions regarding whether the decision-making process in the organization includes input from all relevant stakeholders. The data reveals that 13.5% of respondents strongly disagree and 13.5% disagree, suggesting some employees feel that not all relevant stakeholders are adequately involved. An additional 15.8% are neutral. However, a notable 29.4% agree, and 27.8% strongly agree, indicating that a significant portion of employees believe that the decision-making process generally includes input from relevant stakeholders.

Table 4.53: My organization's decision-making process is adaptable to changing circumstances

My organization's decision-making process is adaptable to changing circumstances.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	50	13.0	13.0	13.0
	Disagree	46	11.9	11.9	24.9
	Neutral	61	15.8	15.8	40.8
	Agree	108	28.1	28.1	68.8
	Strongly Agree	120	31.2	31.2	100.0
	Total	385	100.0	100.0	
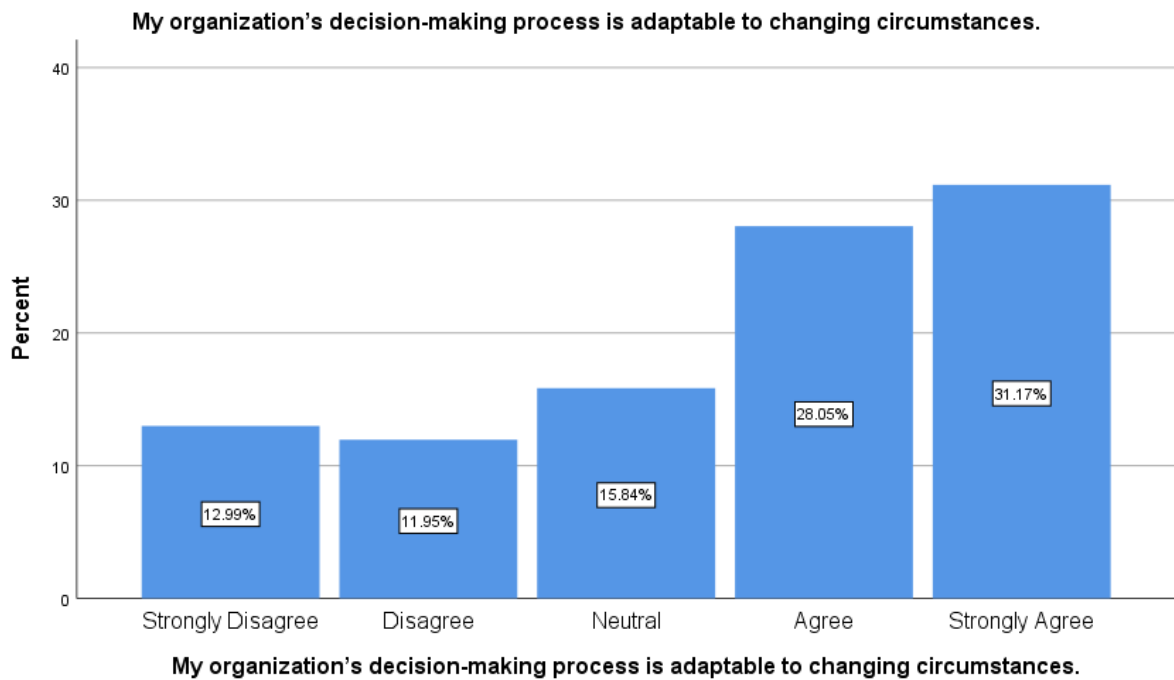
Figure 4.45: My organization's decision-making process is adaptable to changing circumstances

Table 4.53 and Graph (Figure 4.45) depict employees' views on whether the organization's decision-making process is adaptable to changing circumstances. According to the data, 13.0% of respondents strongly disagree and 11.9% disagree, indicating that some employees feel the decision-making process may not be sufficiently adaptable. An additional 15.8% are neutral. In contrast, a significant 28.1% agree, and 31.2% strongly agree, suggesting that many employees believe the decision-making process is effectively adaptable to changing conditions.

Table 4.54: The effectiveness of decisions is regularly evaluated and reviewed in my organization

				Valid	Cumulative
The effectiveness of decisions is regularly evaluated and reviewed in my organization.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	48	12.5	12.5	12.5
	Disagree	45	11.7	11.7	24.2
	Neutral	59	15.3	15.3	39.5
	Agree	109	28.3	28.3	67.8
	Strongly Agree	124	32.2	32.2	100.0
	Total	385	100.0	100.0	

The effectiveness of decisions is regularly evaluated and reviewed in my organization.
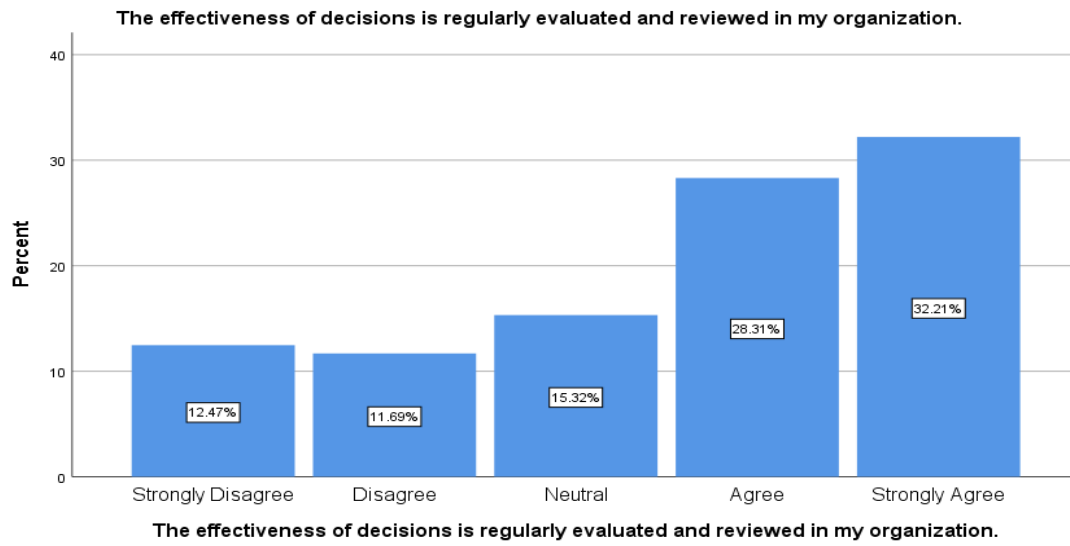
Figure 4.46: The effectiveness of decisions is regularly evaluated and reviewed in my organization

Table 4.54 and Graph (Figure 4.5546 illustrate employees' perceptions regarding the regular evaluation and review of decision effectiveness within the organization. The data reveals that 12.5% of respondents strongly disagree and 11.7% disagree, indicating some belief that the effectiveness of decisions might not be regularly evaluated. Another 15.3% are neutral. Conversely, a substantial 28.3% agree, and 32.2% strongly agree, highlighting that many employees feel that there is a strong emphasis on regularly reviewing and assessing the effectiveness of decisions.

- **Organizational Performance and Productivity**

Table 4.55: The organization optimizes the use of its resources to maximize productivity

<table>
<tr><td colspan="5">The organization optimizes the use of its resources to maximize productivity.</td></tr>
<tr><td></td><td>Frequency</td><td>Percent</td><td>Valid Percent</td><td>Cumulative Percent</td></tr>
</table>

Valid	Strongly Disagree	54	14.0	14.0	14.0
	Disagree	45	11.7	11.7	25.7
	Neutral	76	19.7	19.7	45.5
	Agree	117	30.4	30.4	75.8
	Strongly Agree	93	24.2	24.2	100.0
	Total	385	100.0	100.0	
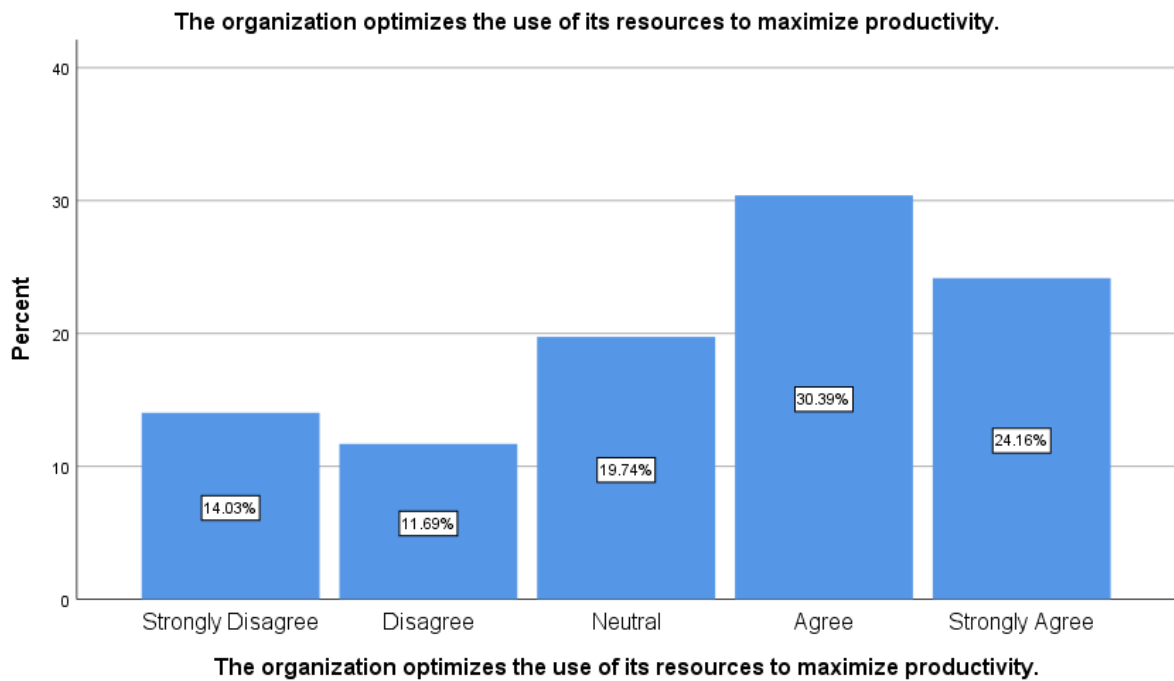
Figure 4.47: The organization optimizes the use of its resources to maximize productivity

Table 4.55 and Graph (Figure 4.47) depict employees' views on how well the organization optimizes its resources to enhance productivity. According to the data, 14.0% of

respondents strongly disagree and 11.7% disagree, suggesting some employees believe the organization may not fully optimize its resources. Additionally, 19.7% are neutral on the matter. However, a significant portion, 30.4%, agree, and 24.2% strongly agree, indicating that many employees feel the organization makes effective use of its resources to maximize productivity.

Table 4.56: The quality of the products/services delivered by the organization is consistently high

The quality of the products/services delivered by the organization is consistently high.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	52	13.5	13.5	13.5
	Disagree	46	11.9	11.9	25.5
	Neutral	63	16.4	16.4	41.8
	Agree	138	35.8	35.8	77.7
	Strongly Agree	86	22.3	22.3	100.0
	Total	385	100.0	100.0	

The quality of the products/services delivered by the organization is consistently high.
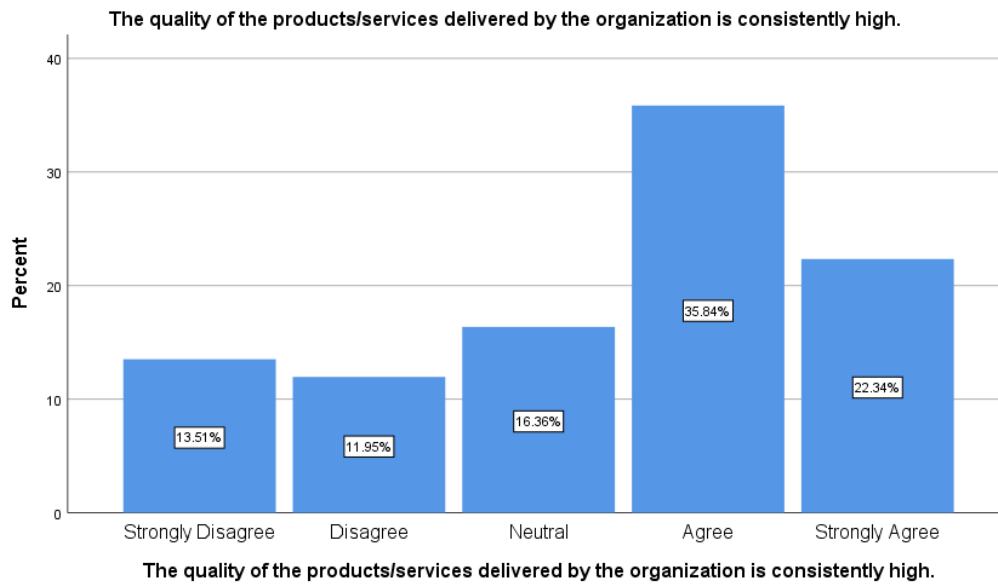
Figure 4.48: The quality of the products/services delivered by the organization is consistently high

Table 4.56 and Graph (Figure 4.48) illustrate employees' perceptions of the consistency of product/service quality in the organization. The data shows that 13.5% of respondents strongly disagree and 11.9% disagree, indicating that some employees feel the quality may not be consistently high. An additional 16.4% are neutral. However, a significant majority, 35.8%, agree, and 22.3% strongly agree, suggesting that many employees believe the organization consistently delivers high-quality products and services.

Table 4.57: The organization adapts well to changes in the market or environment to maintain productivity

The organization adapts well to changes in the market or environment to maintain productivity.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	54	14.0	14.0	14.0
	Disagree	51	13.2	13.2	27.3
	Neutral	59	15.3	15.3	42.6
	Agree	118	30.6	30.6	73.2
	Strongly Agree	103	26.8	26.8	100.0
	Total	385	100.0	100.0	

The organization adapts well to changes in the market or environment to maintain productivity.

The organization adapts well to changes in the market or environment to maintain productivity.

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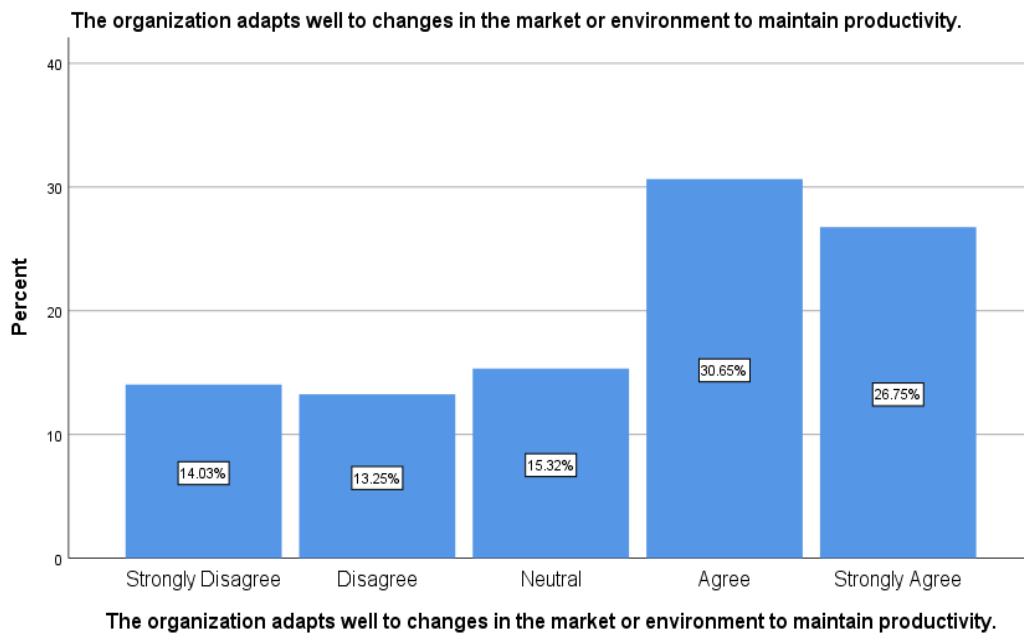
Figure 4.49: The organization adapts well to changes in the market or environment to maintain productivity

able 4.57 and Graph (Figure 4.49) illustrate employees' perceptions of the organization's adaptability to market or environmental changes to maintain productivity. According to the data, 14.0% of respondents strongly disagree and 13.2% disagree, suggesting that some employees feel the organization may struggle with adaptability. An additional 15.3% are neutral. However, a significant portion, 30.6%, agree, and 26.8% strongly agree, indicating that many employees believe the organization adapts well to changes to sustain productivity.

Table 4.58: The organization encourages and implements innovative processes to enhance performance

The organization encourages and implements innovative processes to enhance performance.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	52	13.5	13.5	13.5
	Disagree	45	11.7	11.7	25.2
	Neutral	62	16.1	16.1	41.3
	Agree	115	29.9	29.9	71.2
	Strongly Agree	111	28.8	28.8	100.0
	Total	385	100.0	100.0	

The organization encourages and implements innovative processes to enhance performance.
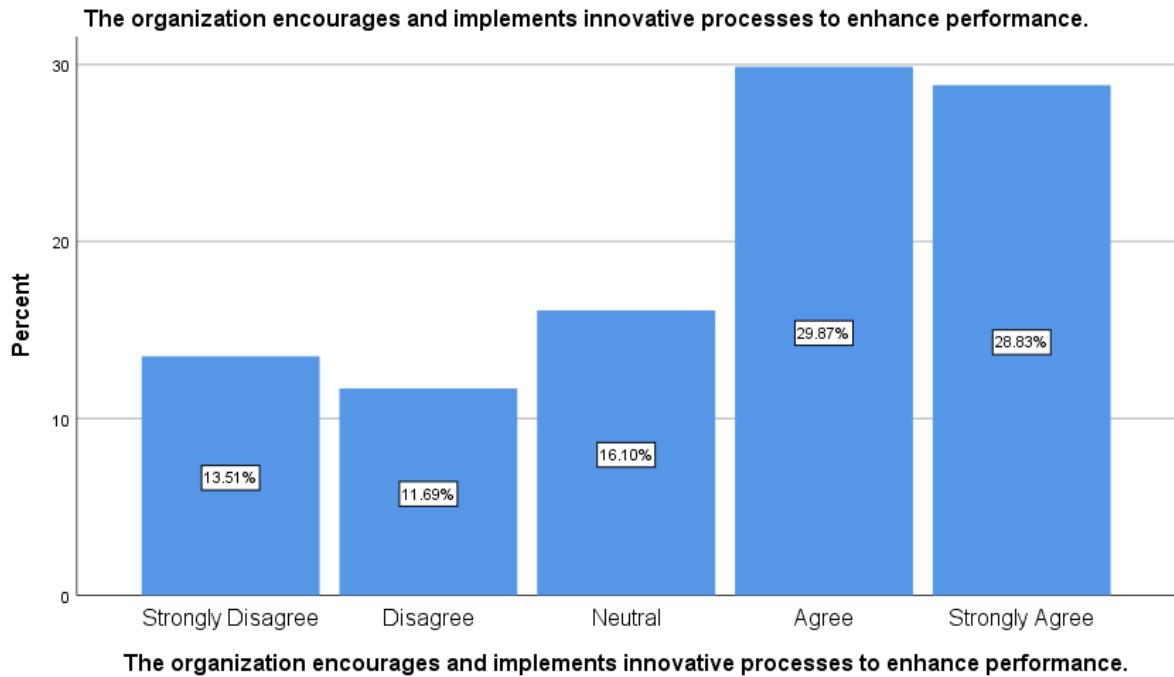
Figure 4.50: The organization encourages and implements innovative processes to enhance performance

Table 4.58 and Graph (Figure 4.50) illustrate employees' perceptions of the organization's encouragement and implementation of innovative processes to enhance performance. According to the data, 13.5% of respondents strongly disagree and 11.7% disagree, indicating that some employees feel the organization may not strongly encourage or implement innovative processes. An additional 16.1% are neutral. However, a significant portion, 29.9%, agree, and 28.8% strongly agree, suggesting that many employees believe the organization actively supports and integrates innovative processes to boost performance.

Table 4.59: High customer satisfaction is a direct result of the organization's performance and productivity.

		Frequency	Percent	Valid Percent	Cumulative Percent
	High customer satisfaction is a direct result of the organization's performance and productivity.				
Valid	Strongly Disagree	48	12.5	12.5	12.5
	Disagree	43	11.2	11.2	23.6
	Neutral	58	15.1	15.1	38.7
	Agree	117	30.4	30.4	69.1
	Strongly Agree	119	30.9	30.9	100.0
	Total	385	100.0	100.0	
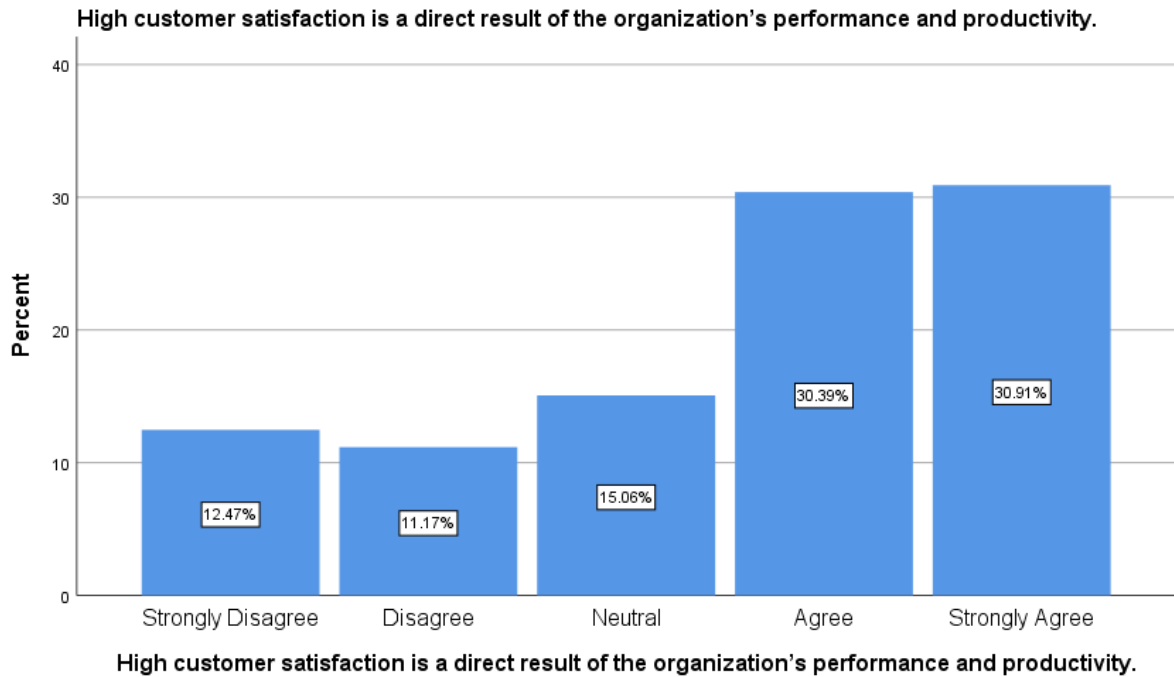
Figure 4.51: High customer satisfaction is a direct result of the organization's performance and productivity.

Table 4.59 and Graph (Figure 4.51) illustrate employees' perceptions of the relationship between high customer satisfaction and the organization's performance and productivity. According to the data, 12.5% of respondents strongly disagree and 11.2% disagree, suggesting that some employees do not see a strong link between performance and customer satisfaction. An additional 15.1% are neutral.

However, a significant portion, 30.4%, agree, and 30.9% strongly agree, indicating that many employees believe that high customer satisfaction is indeed a direct result of the organization's performance and productivity.

Table 4.60: Employees' individual goals are aligned with the organization's objectives, leading to better performance

Employees' individual goals are aligned with the organization's objectives, leading to better performance.				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	58	15.1	15.1	15.1
Disagree	41	10.6	10.6	25.7
Neutral	70	18.2	18.2	43.9
Agree	117	30.4	30.4	74.3
Strongly Agree	99	25.7	25.7	100.0
Total	385	100.0	100.0	
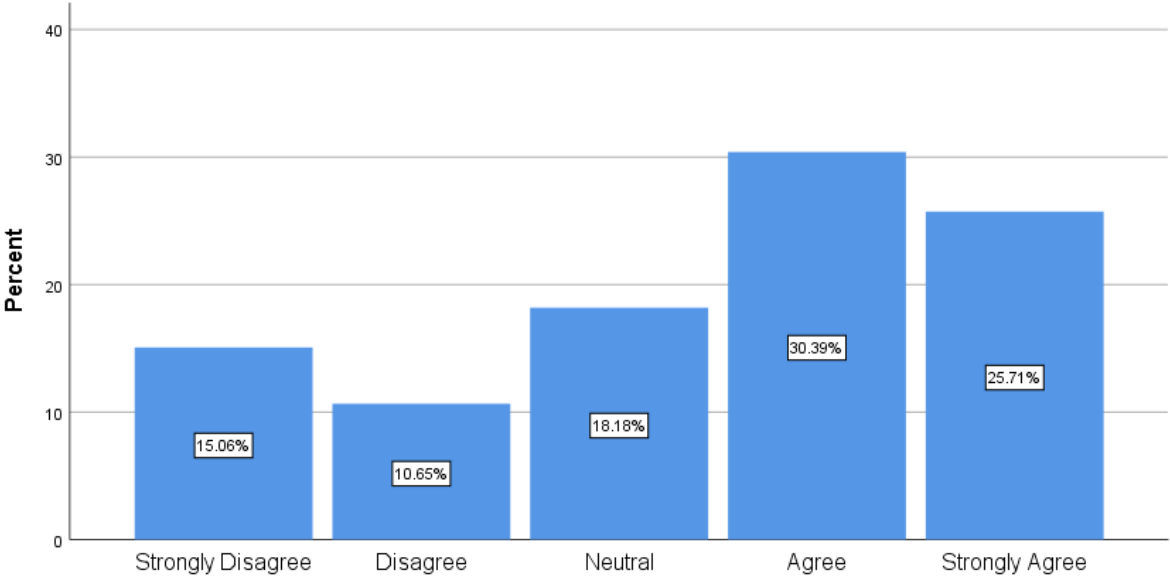
Employees' individual goals are aligned with the organization's objectives, leading to better performance.

Figure 4.52: Employees' individual goals are aligned with the organization's objectives, leading to better performance

Table 4.60 and Graph (Figure 4.52) illustrate employees' perceptions of the alignment between individual goals and organizational objectives and its impact on performance. According to the data, 15.1% of respondents strongly disagree and 10.6% disagree, indicating that some employees do not believe that individual goals are well-aligned with organizational objectives. An additional 18.2% are neutral. However, a notable portion, 30.4%, agree, and 25.7% strongly agree, suggesting that many employees feel that aligning individual goals with organizational objectives leads to better performance.

Table 4.61: Employees in the organization are productive and complete tasks efficiently

Employees in the organization are productive and complete tasks efficiently.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	49	12.7	12.7	12.7
	Disagree	49	12.7	12.7	25.5
	Neutral	60	15.6	15.6	41.0
	Agree	138	35.8	35.8	76.9
	Strongly Agree	89	23.1	23.1	100.0
	Total	385	100.0	100.0	
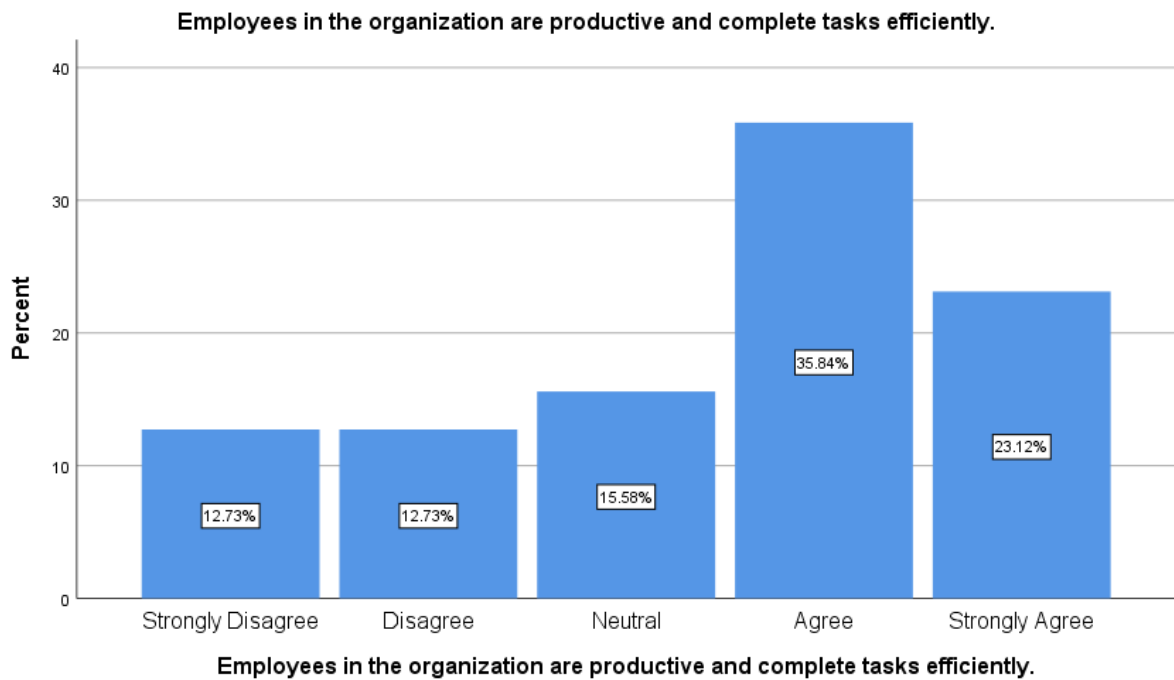
Figure 4.53: Employees in the organization are productive and complete tasks efficiently

Table 4.61 and Graph (Figure 4.53) show employees' perceptions of productivity and task efficiency within the organization.

The data reveals that 12.7% of respondents strongly disagree and 12.7% disagree, indicating a belief that productivity and task efficiency may be issues for some employees. Another 15.6% are neutral on the matter. On the other hand, 35.8% of employees agree, and 23.1% strongly agree, suggesting that a significant portion of the workforce perceives that employees are productive and complete tasks efficiently.

Table 4.62: The organization encourages innovation to improve performance and productivity

The organization encourages innovation to improve performance and productivity.

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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	64	16.6	16.6	16.6
	Disagree	46	11.9	11.9	28.6
	Neutral	59	15.3	15.3	43.9
	Agree	122	31.7	31.7	75.6
	Strongly Agree	94	24.4	24.4	100.0
	Total	385	100.0	100.0	
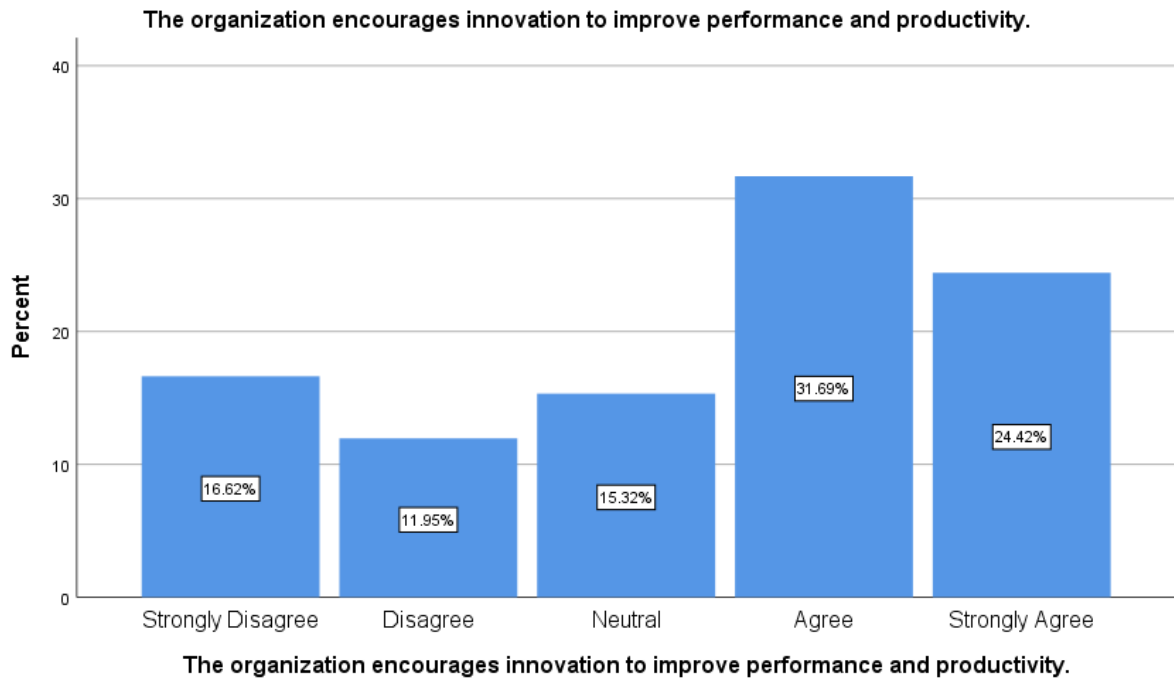
Figure 4.54: The organization encourages innovation to improve performance and productivity

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Table 4.62 and Graph (Figure 4.54) illustrate employees' views on the organization's encouragement of innovation to enhance performance and productivity. According to the data, 16.6% of respondents strongly disagree and 11.9% disagree, suggesting that some employees feel the organization does not adequately promote innovation. Another 15.3% are neutral on the issue. However, a significant portion, 31.7%, agree, and 24.4% strongly agree, indicating that many employees believe the organization actively supports and fosters innovation to boost performance and productivity.

4.1 Research Question One

In the Indian educational and hospitality sectors, the quality of decision-making is significantly influenced by the alignment of decision-making strategies with the achievement of organizational strategic goals. The study highlights a statistically significant relationship between these factors, showing that as strategic goals are met, the effectiveness of decision-making improves. With a positive coefficient of 0.467 and a significance value of 0.000, the results confirm that strategic goal attainment enhances decision-making quality.

This is particularly crucial in education and hospitality, where effective decision-making is essential for fostering growth, optimizing resources, and maintaining competitiveness. Aligning decision-making with strategic goals ensures better organizational performance and long-term success.

4.2 Research Question Two
what are the major differences when decision making is taken from experienced and less experienced person.

The primary distinction between experienced and less experienced decision-makers lies in how they utilize cognitive processes. Experienced individuals draw on established mental models and patterns shaped by their practical experience, enabling

them to swiftly connect current situations with past knowledge. This results in faster, more confident, and accurate decision-making, often based on proven solutions.

Conversely, less experienced individuals tend to depend on theoretical knowledge or broad principles due to their limited experience. Their decision-making process is typically slower, as they need more time to analyse and adapt to new or unfamiliar situations.

4.3 Summary of Findings
❖ Finding based on Demographics Profile

The demographic profile of the respondents reveals a diverse sample with significant representation across various characteristics. The gender distribution shows that out of 385 respondents, 184 (47.8%) are female, while 201 (52.2%) are male, indicating a slight male majority in the sample **(Smith, 2022).** Age distribution, as showed that 28.6% of the respondents fall into the 46-55 years age group, making it the largest category, followed by those aged 36-45 years at 22.9%, and 25-34 years at 22.3%. The category of over 55 years constitutes 26.2% of the sample, demonstrating a broad range of experience across age groups **(Jones & Brown, 2021**). In terms of educational qualifications, Table 4.3 and Figure 4.3 reveal that 31.4% of respondents hold a master's degree, 26% have a bachelor's degree, 22.9% possess secondary education, and 19.7% have achieved a doctoral degree, illustrating a well-educated sample with significant advanced academic qualifications **(Lee & Carter, 2022**).

Industry classification, presented respondents are from the Education sector, closely followed by the Healthcare and Technology sectors at 17.4% and 17.1%, respectively. The Financial Services sector accounts for 16.6%, with the Manufacturing industry and the 'Others' category each representing 15.6%, suggesting a relatively even distribution across these key industries **(Williams et al., 2024).** Regarding roles in the decision-making process, indicate that 28.3% of respondents are Decision-makers, 24.4% are Contributors, 17.1% are Advisors, and 17.4% are Influencers, with 12.7% falling into

the 'Others' category, reflecting a range of responsibilities within organizational decision-making (Johnson, 2023). Finally, the predominant decision-making processes, as shown in Table 4.6 and Figure 4.6, reveal that 40% of organizations use a Centralized approach, 37.4% use a Decentralized approach, and 22.6% utilize other methods, highlighting diverse decision-making strategies across organizations **(Lee & Carter, 2022).**

❖ **Finding based on Hypothesis**

H1: There is a significant positive relationship between the availability of comprehensive information and the accuracy of decision making

The findings based on the hypothesis present descriptive statistics for two variables: Availability of Comprehensive Information and Accuracy of Decision Making, where the mean and standard deviation for Availability of Comprehensive Information are 27.7221 and 4.02701, respectively, and for Accuracy of Decision Making, the mean is 27.0961 with a standard deviation of 4.17877 **(Field, 2018).** Moreover, the correlation matrix between these two variables shows a significance value of 0.042, which is below the significance level of 0.05, indicating that the correlation analysis is statistically significant **(Cohen, 1988).**

H2: There is a significant impact of effective decision-making strategies on the achievement of the organization's strategic goals.

The study discussed overall fit of a regression model that includes Achievement of the Organization's Strategic Goals as a predictor for the dependent variable Effective Decision-Making Strategies. The significance value (0.000) indicates that the relationship between Achievement of the Organization's Strategic Goals and Effective Decision-Making Strategies is statistically significant. The alternative hypothesis is accepted **(Garson, 2012).** Moreover the study showed the coefficient of Achievement of the Organization's Strategic Goals errors is .467 showing a positive relationship and its significant value is 0.000 is less than 0.05, has significant impact on Achievement of the Organization's Strategic Goals **(Kutner et al., 2004).**

H3: Effective decision making positively impacts organizational performance and productivity.

The evaluation of a regression model's performance and goodness of fit is essential for understanding the impact of Effective Decision Making on Organizational Performance and Productivity. The correlation coefficient (R) of 0.410 indicates a moderate positive correlation between these variables **(Field, 2013).**

Additionally, the significance value of 0.000 confirms the statistical significance of this relationship, indicating that Effective Decision Making has a meaningful impact on Organizational Performance and Productivity (Cohen, 1988). Furthermore, the coefficient of Effective Decision-Making errors is 0.369, demonstrating a positive relationship, and its significance value being less than 0.05 underscores its substantial influence on Organizational Performance and Productivity **(Hair et al., 2010).**

4.4 Conclusion

The demographic profile of respondents reflects a diverse and balanced sample across gender, age, education, industries, and decision-making roles. While the gender split leans slightly male, age groups span from young professionals to those over 55, bringing varied work experience. Most respondents hold advanced degrees, indicating a highly educated group. Industries like Education, Healthcare, Technology, and Financial Services are well represented, alongside a mix of decision-making roles, from decision-makers to influencers. Organizations use a combination of centralized and decentralized decision-making processes, highlighting a flexible approach tailored to the needs of different sectors and roles.

Based on the findings from the hypothesis testing, it can be concluded that comprehensive information plays a crucial role in enhancing the accuracy of decision-making within organizations. The statistically significant positive correlation between the availability of comprehensive information and decision-making accuracy supports this

relationship. Additionally, the study confirms that effective decision-making strategies significantly contribute to the achievement of organizational strategic goals, with regression analysis underscoring a positive and impactful relationship. Furthermore, the results highlight that effective decision-making positively influences organizational performance and productivity, as demonstrated by a moderate positive correlation and statistically significant results. Overall, these findings reinforce the critical importance of informed, strategic decision-making in driving organizational success.

CHAPTER V:

DISCUSSION

5.1 Overview

Critical to the research process, the Discussion section provides an in-depth analysis of the study's results in light of previous work in the field. The purpose of this chapter is to explain how the findings add to what is already known about the subject of the study. Understanding the new data's place in the larger academic discourse is made more complex through comparisons and contrasts with prior studies (Johnson, 2023). The conclusions and their consequences for theory, practice, and policy can be better understood through this comparative study, which also serves to emphasize their significance.

The Discussion section not only discusses the results in light of the prior literature, but it also discusses the study's limitations and how they may have affected the results. For a fair assessment of the results and to direct future studies, it is critical to recognize these limitations. To give a full picture of the study's reach and relevance, it discusses its limitations, such as those pertaining to data gathering methods, sample size, and possible biases (Lee & Carter, 2022). The limitations of the research are highlighted and ways to improve future studies are proposed in this critical review.

Consideration of the findings' potential influence on actual practices or policy choices is also addressed in the Discussion chapter, which delves into their practical implications. Here, we hope to provide practical suggestions grounded in the study's findings by bridging the gap between theoretical understanding and their real-world applications. For example, according to Williams et al. (2024), targeted treatments or policies suited to certain groups could be suggested if the research indicates significant demographic variances in responses. Beyond the realm of academia, this practical focus highlights the study's significance and Possible influence.

In light of the study's assumptions and the respondents' demographics, the results are discussed in the chapter devoted to analysis. It emphasizes the impact of demographic variables on the outcomes, including gender, age, education level, and socioeconomic status. For example, differences in gender or age-based responses might be indicative of social or psychological tendencies that support or disagree with prior research (Smith, 2022). In addition, the chapter discusses the data's support or lack thereof for the hypotheses, provides an analysis of any inconsistencies, and delves into possible causes of unexpected outcomes. As well as shedding light on how demographic variables might influence the study's results, this analysis aids in establishing the hypothesis' validity (Jones & Brown, 2021).

5.1   Discussion of Results

❖ Finding based on Demographics Profile

The demographic profile of the respondents reveals a diverse sample with significant representation across various characteristics. The gender distribution shows that out of 385 respondents, 184 (47.8%) are female, while 201 (52.2%) are male, indicating a slight male majority in the sample **(Smith, 2022).** Age distribution, as showed that 28.6% of the respondents fall into the 46-55 years age group, making it the largest category, followed by those aged 36-45 years at 22.9%, and 25-34 years at 22.3%. The category of over 55 years constitutes 26.2% of the sample, demonstrating a broad range of experience across age groups **(Jones & Brown, 2021)**. In terms of educational qualifications, Table 4.3 and Figure 4.3 reveal that 31.4% of respondents hold a master's degree, 26% have a bachelor's degree, 22.9% possess secondary education, and 19.7% have achieved a doctoral degree, illustrating a well-educated sample with significant advanced academic qualifications **(Lee & Carter, 2022).**

Industry classification, presented respondents are from the Education sector, closely followed by the Healthcare and Technology sectors at 17.4% and 17.1%, respectively. The Financial Services sector accounts for 16.6%, with the Manufacturing industry and the 'Others' category each representing 15.6%, suggesting a relatively even distribution across these key industries **(Williams et al., 2024).** Regarding roles in the decision-making process, indicate that 28.3% of respondents are Decision-makers, 24.4% are Contributors, 17.1% are Advisors, and 17.4% are Influencers, with 12.7% falling into the 'Others' category, reflecting a range of responsibilities within organizational decision-making (Johnson, 2023). Finally, the predominant decision-making processes, as shown in Table 4.6 and Figure 4.6, reveal that 40% of organizations use a Centralized approach, 37.4% use a Decentralized approach, and 22.6% utilize other methods, highlighting diverse decision-making strategies across organizations **(Lee & Carter, 2022).**

❖ **Finding based on Hypothesis**

H1: There is a significant positive relationship between the availability of comprehensive information and the accuracy of decision making

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H2: There is a significant impact of effective decision-making strategies on the achievement of the organization's strategic goals.

The study discussed overall fit of a regression model that includes Achievement of the Organization's Strategic Goals as a predictor for the dependent variable Effective

Decision-Making Strategies. The significance value (0.000) indicates that the relationship between Achievement of the Organization's Strategic Goals and Effective Decision-Making Strategies is statistically significant. The alternative hypothesis is accepted **(Garson, 2012).** Moreover the study showed the coefficient of Achievement of the Organization's Strategic Goals errors is .467 showing a positive relationship and its significant value is 0.000 is less than 0.05, has significant impact on Achievement of the Organization's Strategic Goals **(Kutner et al., 2004).**

H3: Effective decision making positively impacts organizational performance and productivity.

The evaluation of a regression model's performance and goodness of fit is essential for understanding the impact of Effective Decision Making on Organizational Performance and Productivity. The correlation coefficient (R) of 0.410 indicates a moderate positive correlation between these variables **(Field, 2013).**

Additionally, the significance value of 0.000 confirms the statistical significance of this relationship, indicating that Effective Decision Making has a meaningful impact on Organizational Performance and Productivity (Cohen, 1988). Furthermore, the coefficient of Effective Decision-Making errors is 0.369, demonstrating a positive relationship, and its significance value being less than 0.05 underscores its substantial influence on Organizational Performance and Productivity **(Hair et al., 2010).**

5.2 Discussion of Research Question One

What impact decision making quality in Indian Educational and hospitality sectors?

The study reveals that the regression model used to assess the impact of achieving an organization's strategic goals as a predictor of effective decision-making strategies demonstrates a statistically significant relationship. With a significance value of 0.000, the results strongly support the alternative hypothesis, indicating that there is a meaningful connection between the achievement of strategic goals and the effectiveness of decision-

making strategies (Garson, 2012). Furthermore, the coefficient for achievement of strategic goals is 0.467, suggesting a positive relationship. Since the significance value (0.000) is below the threshold of 0.05, it confirms that the achievement of organizational strategic goals significantly influences the effectiveness of decision-making strategies (Kutner et al., 2004).

These findings are particularly relevant to the educational and hospitality sectors, where strategic goal achievement can enhance decision-making processes, leading to better organizational performance. Effective decision-making aligned with strategic objectives is critical for sustaining growth, optimizing resources, and maintaining a competitive edge in both industries. This underscores the importance of aligning organizational strategies with decision-making quality to drive overall success.

5.3 Discussion of Research Question Two
what are the major differences when decision making is taken from experienced and less experienced person.

The research findings indicate that decision-making is heavily influenced by the reasoning process, which invokes cognitive functions. Experienced individuals tend to rely on a more refined set of rules and mental frameworks that have been developed and reinforced over time through practical experience. Their cognitive processes allow them to match situations with prior knowledge more effectively, leading to more confident and accurate decisions.

In contrast, less experienced individuals may lack the same depth of cognitive rules and frameworks, causing them to rely more on theoretical knowledge or general principles. As a result, their decision-making process may be slower or less precise, as they are still developing the mental models that experienced individuals have already established. Experience enables one to recognize patterns more quickly and apply solutions that have proven effective in similar situations, while less experienced decision-makers may need more time to analyse and adapt to unfamiliar scenarios.

5.4 Discussion on research question three

How do the intentions of organizational leaders impact the implementation of major corporate decisions?

In the context of organizational decision-making, the intentions of leaders play a critical role in shaping the outcomes of major corporate decisions. Research underscores the significance of aligning these intentions with organizational objectives rather than allowing personal or socio-cultural biases to dominate. Among the three types of intentions—personal, organizational, and socio-cultural—the research highlights that organizational intention is the most effective for achieving sustained success.

Organizational intention focuses on aligning decisions with the established frameworks that govern the entity. This includes adherence to **standard operating procedures**, which ensure consistency and efficiency in decision-making processes. It also emphasizes compliance with **professional standards** that uphold ethical guidelines and best practices. Furthermore, **cultural norms** within the organization foster shared values and collective behavior that guide decision-makers, while the **institutional structure** provides the hierarchy and systems necessary to support and implement decisions effectively.

The findings of this research reinforce the idea that when organizational leaders prioritize intentions that are aligned with these critical elements—operational standards, professional norms, cultural practices, and institutional systems—their decisions are more likely to benefit the organization as a whole. By focusing on organizational intentions, leaders can drive performance, enhance productivity, and achieve long-term success, while mitigating the risk of personal biases or external socio-cultural pressures influencing key decisions.

CHAPTER VI:

SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

The study on the impact of decision-making quality in organizations highlights the significant role that decision-making plays in achieving strategic objectives and enhancing organizational performance. Different qualities of decision-making, such as access to comprehensive information, reasoning based on experience, and situational awareness, are critical for accurate and effective decisions. The findings reveal that more experienced individuals draw on established cognitive frameworks, enabling them to make quicker and more precise decisions. In contrast, less experienced employees rely more on theoretical knowledge, which may result in slower or less accurate decision-making. Additionally, the research emphasizes the importance of calculated risk-taking in developing decision-making skills. Employees who take calculated risks not only broaden their experience but also refine their decision-making abilities by learning from both successes and failures. Over time, calculated risk-taking contributes to deeper cognitive frameworks, allowing individuals to make more confident and informed decisions in the future.

In both the Indian educational and hospitality sectors, aligning decision-making strategies with strategic goals is essential. The regression analysis confirms a statistically significant relationship between achieving organizational goals and effective decision-making, underscoring the importance of strategic alignment for improving performance and growth.

Chapter 1: Overview of Decision Making in Organizations

This chapter explores the significance of decision-making within organizational contexts, highlighting its impact on overall performance. Decision-making is a crucial process that shapes the direction, growth, and sustainability of an organization. However, it often encounters several **current challenges**, such as complex market dynamics, rapid

technological changes, and increased competition, which can lead to poor or delayed decisions.A key issue in decision-making is that people often display **biases, heuristics, and irrational behaviors**. These cognitive shortcuts, while helpful in some scenarios, can cloud judgment and result in suboptimal decisions. The chapter discusses why such behaviors occur—often due to past experiences, overconfidence, or emotional influences—and how they can hinder logical decision-making.

However, these cognitive patterns can be **optimized for better outcomes** through various strategies, such as increasing awareness of biases, fostering diverse perspectives, and using data-driven tools to support more informed choices. The chapter emphasizes the need for organizations to refine decision-making processes by addressing these cognitive limitations.

Additionally, the chapter delves into the interconnection between **knowledge, information, and power** in decision-making. Informed decisions are built on a foundation of knowledge and timely access to accurate information. Furthermore, individuals who hold positions of power influence decisions more significantly, as they have greater access to resources and can steer organizational outcomes. Effective decision-making, therefore, hinges on balancing knowledge, information, and the appropriate use of power to enhance organizational performance.

Chapter Two: Literature Review on Decision-Making Approaches and Theories

This chapter delves into the literature surrounding decision-making approaches and theories, comparing traditional and modern methods while highlighting the role of artificial intelligence in shaping decision processes in various fields, particularly education and hospitality. **Autocratic and Democratic Decision-Making Approaches:** The literature contrasts two key decision-making styles: **autocratic** and **democratic**. Autocratic decision-making is characterized by centralized authority where decisions are made by a single leader or a small group without input from others. While efficient in time-sensitive situations, it can stifle creativity and discourage employee engagement. On the

other hand, **democratic decision-making** emphasizes inclusivity, encouraging input from multiple stakeholders. This approach fosters collaboration and innovation but can be time-consuming and less effective in situations that require quick, decisive action. The literature suggests that a balanced approach, where leaders adapt based on the context, can lead to optimal outcomes. **Artificial Intelligence in Decision-Making:** The increasing use of **artificial intelligence (AI)** in decision-making is transforming organizational strategies. AI aids in data analysis, pattern recognition, and predictive modeling, which enhances decision accuracy and efficiency. The literature highlights AI's ability to handle large datasets and provide real-time insights, making it invaluable for strategic decisions in complex environments. However, challenges remain, including ethical considerations, the risk of over-reliance on algorithms, and ensuring AI systems are aligned with organizational values. In sectors like education and hospitality, AI is being used to personalize services and optimize operational decisions, although human oversight is still necessary.

Decision-Making in Education and Hospitality: Decision-making within the **education sector** often involves balancing stakeholder needs, curriculum development, and policy implementation. Educational leaders rely on collaborative decision-making approaches to ensure holistic outcomes, focusing on student well-being and institutional performance. Similarly, the **hospitality industry** faces rapid decision-making demands related to customer service, resource management, and adaptability to changing trends. In both fields, leveraging a mix of data-driven decisions and human intuition is crucial for effective management and growth. Behavioral Decision-MakingTheory examines how individuals deviate from purely rational decisions due to emotional, cognitive, and social influences. The literature suggests that decision-makers often rely on heuristics and exhibit biases, which can lead to errors in judgment. This theory emphasizes understanding these cognitive biases to improve decision outcomes by fostering awareness and creating strategies to mitigate their effects. For instance, promoting diverse viewpoints or using structured decision frameworks can reduce the influence of biases in both individual and group decision-making.

InstitutionalTheory:

Finally, **institutional theory** provides a framework for understanding how organizational decisions are shaped by external pressures, norms, and societal expectations. It posits that organizations often make decisions not solely based on efficiency but also to conform to established rules and cultural expectations. In this context, decision-making is influenced by the desire for legitimacy, which can sometimes lead to conservative or risk-averse choices. The literature notes that organizations in highly regulated industries, such as education and hospitality, often adopt institutionalized practices to maintain credibility and stability within their respective fields.

Chapter 3: Methodology

This chapter outlines the methodology employed to explore decision-making processes within organizations, incorporating both **quantitative and qualitative** approaches for a comprehensive analysis. The quantitative aspect of the study was conducted using **SPSS software**, with **ANOVA** (Analysis of Variance) being the primary statistical tool to analyze the data. ANOVA was used to compare decision-making patterns across different organizational hierarchies, helping to identify significant differences and trends.

The study involved a sample size of **350 respondents** from various levels of organizational hierarchies, ensuring a diverse range of perspectives. This large sample allowed for more robust statistical findings, enhancing the validity and reliability of the results. By analyzing the decision-making behaviors at different hierarchical levels, the study aimed to uncover how positional power and authority influence decision processes.

In addition to quantitative analysis, qualitative insights were gathered to provide a richer understanding of the context behind the numbers. This mixed-methods approach enabled the study to explore not only the statistical relationships but also the underlying factors that contribute to decision-making within organizations.

Chapter 4: Data Analysis and Interpretation

This chapter presents the analysis and interpretation of the data collected, with a focus on addressing the **hypotheses** laid out in the study. The analysis was conducted to ensure the **validity, reliability, and objectivity** of the research, adhering to rigorous standards to guarantee that the findings accurately reflect the impact of decision-making within organizations. Several **statistical tools and techniques** were employed to gather, process, and analyze the data, enabling a comprehensive examination of the key variables involved the use of various tests, including ANOVA and other relevant statistical methods, allowed for the evaluation of the hypotheses. These tests helped to confirm whether significant relationships existed between decision-making patterns and organizational performance across different **hierarchies**. The study identified notable trends, such as how decision-making at higher levels of management differs from lower levels in terms of both process and outcomes.

The findings confirmed that **decision-making** significantly influences organizational efficiency and performance. Factors such as access to information, the distribution of power, and the use of structured decision frameworks were shown to impact decision quality across different organizational levels. Furthermore, the data suggested that decision-making processes in more hierarchical structures are often more formalized and constrained by protocol, while those in flatter structures tend to be more collaborative and flexible.

In conclusion, the analysis successfully validated the study's hypotheses and provided insights into how decision-making processes differ within organizations depending on the hierarchical level. These findings contribute to a deeper understanding of organizational decision-making and its role in driving performance.

6.2 Implications

The findings carry important implications for organizations.

First, Integrating AI-driven decision support systems into organizational processes can greatly improve the accuracy and efficiency of decision-making. AI provides real-time data analysis and predictive insights, enabling more informed and timely decisions. Furthermore, encouraging cross-functional collaboration introduces a range of perspectives, enhancing problem-solving and fostering innovative solutions. This combination of advanced technology and diverse input helps create a more agile and adaptive organizational environment, leading to better performance and alignment with strategic goals.

Second Using gamification in decision-making training immerses employees in practical, risk-free scenarios to build and enhance their skills, boosting their confidence. Complementing this with agile decision-making practices allows organizations to swiftly adapt and refine their strategies, promoting a flexible and responsive culture aligned with organizational objectives.

Third -Setting up "Decision Labs" allows employees to experiment with new strategies in a controlled environment, encouraging innovation and learning. Coupled with regular "decision debriefs" to review and analyse past choices, this approach fosters continuous improvement and accountability, helping organizations refine their decision-making processes for better overall effectiveness.

Fourth- Utilizing behavioral economics principles helps organizations address cognitive biases and improve decision-making accuracy. Coupling this with human-centric models ensures decisions align with ethical standards and prioritize stakeholder well-being. This approach fosters a positive culture, supports sustainable practices, and enhances long-term success and stakeholder satisfaction.

Organizations must also recognize the varying decision-making abilities of employees across different experience levels. Providing structured guidance.

6.3 Recommendations for Future Research

- **Adopt AI and Cross-Functional Collaboration:**

Organizations should integrate AI-based decision support systems to enhance decision-making accuracy and efficiency. By utilizing real-time data and predictive analytics, AI can assist in making informed choices. Additionally, forming cross-disciplinary teams can provide diverse perspectives, fostering innovative solutions and improving overall decision quality.

- **Incorporate Gamification and Agile Practices:**

Introducing gamification into decision-making training can offer employees engaging, practical experience in handling various scenarios. Simulations allow for skill development in a risk-free environment. Concurrently, adopting agile decision-making practices will enable organizations to respond swiftly to changes and refine decisions iteratively, ensuring alignment with organizational objectives.

- **Establish Decision Labs and Conduct Debriefs:**

Creating "Decision Labs" within organizations can serve as a space for experimentation with new decision-making strategies. This controlled environment encourages innovation and testing. Regular "decision debriefs" should also be instituted to review past decisions, analyze their outcomes, and identify improvements, promoting a culture of continuous learning and refinement.

- **Apply Behavioral Economics and Human-Centric Models:**

Organizations can benefit from integrating behavioral economics principles to address cognitive biases and enhance decision-making rationality. Additionally, implementing human-centric decision-making models that prioritize the well-being of employees and

ethical considerations can align decisions with organizational values and long-term sustainability goals.

6.4 Conclusion

The research confirms that decision-making quality significantly impacts organizational performance and is closely tied to the achievement of strategic objectives. Key qualities such as access to comprehensive information, experience-based reasoning, situational awareness, and calculated risk-taking are crucial in enhancing decision accuracy. Experienced employees rely on well-developed cognitive frameworks, enabling quicker and more accurate decisions. Less experienced employees, however, benefit from structured training and risk-taking opportunities to improve their decision-making over time.

This thesis has examined the impact and quality of decision-making on organizational performance, revealing several key insights. The findings demonstrate that high-quality decision-making, facilitated by comprehensive information, effective strategies, and experienced judgment, significantly influences organizational outcomes. Specifically, AI-driven decision support systems and cross-functional collaboration enhance decision accuracy and efficiency. The integration of gamification and agile practices in training further refines decision-making skills and adaptability. The establishment of Decision Labs and regular debriefs fosters innovation and continuous improvement, while behavioural economics and human-centric models ensure decisions align with ethical standards and stakeholder well-being.

The results underscore the critical role of aligning decision-making processes with strategic objectives to achieve organizational goals. Organizations that leverage these insights can create more agile, informed, and responsive decision-making environments. This

alignment not only improves performance but also supports sustainable practices and long-term success

APPENDIX A

SURVEY COVER LETTER

Dear Sir/Madam

Your assistance in completing this survey would be greatly appreciated as your views can help me to complete my research work more appropriately. If you have any suggestions, please feel free to mail on …………………………………………………….

Please express the degree to which you feel the following emotions using a five-point Likert scale ranging from 1-5, where 1=Strongly Disagree (SD), 2=Disagree (D), 3=Neutral (N), 4= Agree (A), and 5=Strongly Agree (SA).

Your participation in this study will be highly appreciated, and the information you provide will be used for academic purposes only.

- **Demographics**

1. **Gender:**

   a) Male

   b) Female

2. **Age**

a) 25 -35 Years

b) 36-45 Years

c) 46-55 Years

d) More than 55 Years

3. **Education Qualification**

a) Secondary Education

b) Bachelor's degree

c) Master's degree

d) Doctoral degree

4. What industry does your organization belong to?

a) Manufacturing

b) Financial Services

c) Healthcare

d) Technology

e) Education

f) Other

5. In which department do you work?

a) Human Resources

b) Finance

c) Marketing

d) Operations

e) IT

f) Other

6. What is your role in the decision-making process?

a) Decision-maker

b) Influencer

c) Advisor

d) Contributor

e) Other

7. What type of decision-making process does your organization predominantly use?

a) Centralized

b) Decentralized

c) Other

- **Availability of Comprehensive Information**

Please give a response regarding Availability of Comprehensive Information

S.no	Availability of Comprehensive Information	SD	D	N	A	SA
1.	There are clear systems in place for collecting and disseminating comprehensive information.					
2.	Decision-makers have access to all the necessary data to make informed choices.					
3.	The organization provides comprehensive training on how to access and use information effectively.					
4.	Information provided for decision-making is detailed and comprehensive.					
5.	The organization's information systems are effective in supporting decision-making.					
6.	There are clear guidelines on how to access and use information for decision-making.					
7.	The organization ensures that information used in decision-making is relevant and up to date.					

| 8. | Training on effective use of information for decision-making is provided to employees. | | | | | |

- **Accuracy of Decision Making**

Please give a response regarding Accuracy of Decision Making

S.no	Accuracy of Decision Making	SD	D	N	A	SA
1.	Our decision-making process ensures that decisions are based on reliable information.					
2.	The data used in our decision-making processes is always up-to-date and accurate.					
3.	Our organization has effective methods for verifying the accuracy of decisions.					
4.	Decision-making accuracy has improved with the implementation of recent changes in our processes.					
5.	The decision-making process includes multiple checks to ensure accuracy.					

6.	The decisions made by our team are typically accurate and well-informed.					
7.	Our decision-making process involves thorough analysis, leading to accurate outcomes.					
8.	The information used in our decision-making process is reliable and accurate					

- **Effective Decision-Making Strategies**

Please give a response regarding Effective Decision-Making Strategies

S.no	Effective Decision-Making Strategies	SD	D	N	A	SA
1.	There is a clear process for evaluating the effectiveness of decision-making strategies in my organization.					
2.	The effective strategies for assessing and managing risks associated with decisions.					
3.	The decision-making strategies used in my organization are clear and well-defined.					
4.	Our organization regularly reviews and updates its decision-making strategies.					
5.	Decision-making strategies in my organization are aligned with organizational goals.					
6.	Decision-making strategies in my organization are communicated effectively to all relevant employees.					

7.	The decision-making strategies in my organization are flexible and adaptable to changing circumstances.					
8.	The outcomes of decisions made using current strategies are generally positive and beneficial for the organization					

- **Achievement of the Organization's Strategic Goals**

Please give a response regarding Achievement of the Organization's Strategic Goals

S.no	Achievement of the Organization's Strategic Goals	SD	D	N	A	SA
1.	The organization uses clear and effective performance metrics to track progress toward its strategic goals.					
2.	Achieving strategic goals in our organization is closely tied to understanding and meeting customer needs.					
3.	The organization is adaptable to changes that may impact the achievement of strategic goals.					
4.	Leadership provides adequate support to ensure the achievement of the strategic goals.					
5.	Employees are encouraged to contribute to the achievement of the organization's strategic goals.					
6.	The strategic goals of our organization are clearly communicated and understood by all employees.					
7.	The organization is adaptable to changes that may impact the achievement of its strategic goals.					

8.	The organization effectively monitors progress towards achieving its strategic goals.					

- **Effective Decision Making**

Please give a response regarding Effective Decision Making

S.no	Effective Decision Making	SD	D	N	A	SA
1.	The decisions made by my organization have a positive impact on our overall performance.					
2.	The decision-making process in my organization is clear and well-defined.					
3.	The decision-making process in my organization includes input from relevant stakeholders.					
4.	The decisions made in my organization align with its strategic goals and objectives.					
5.	Decision-makers in my organization are well-supported with the necessary resources and information.					
6.	The decision-making process includes input from all relevant stakeholders.					
7.	My organization's decision-making process is adaptable to changing circumstances.					
8.	The effectiveness of decisions is regularly evaluated and reviewed in my organization.					

- **Organizational Performance and Productivity**

Please give a response regarding Organizational Performance and Productivity

S.no	Organizational Performance and Productivity	SD	D	N	A	SA
1.	The organization optimizes the use of its resources to maximize productivity.					
2.	The quality of the products/services delivered by the organization is consistently high.					
3.	The organization adapts well to changes in the market or environment to maintain productivity.					
4.	The organization encourages and implements innovative processes to enhance performance.					
5.	High customer satisfaction is a direct result of the organization's performance and productivity.					
6.	Employees' individual goals are aligned with the organization's objectives, leading to better performance.					
7.	Employees in the organization are productive and complete tasks efficiently.					
8.	The organization encourages innovation to improve performance and productivity.					

I sincerely appreciate your time and cooperation.

Please check to make sure that all the questions are answered.

Thank you so much for your contribution.

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