

DECISION MAKING STYLES AMONG IT PROFESSIONALS

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Paper Received On: 21 JUNE 2021

Peer Reviewed On: 30 JUNE 2021

Published On: 1 JULY 2021

Content Originality & Unique: 79%

Abstract

We all make decisions of varying importance every day, so the idea that decision making can be a rather sophisticated art may at first seem strange. However, studies have shown that most people are much poorer at decision making than they think. An attempt is made in the present investigation on Decision Making Styles among IT Professionals. 120 IT Professionals working in software companies in and around Hyderabad city constituted to the sample of study. The material used for this study is Decision Making Style questionnaire adapted by Myers-Briggs (1983) consists of 16 statements, it is hypothesized that there would be significant difference among IT Professionals in their Decision Making Styles. The results were analyzed and discussed by using appropriated statistical techniques such as Mean, SD and ANOVA. The results indicate that significant differences are found among IT Professionals in their Decision Making Styles. Based on the results obtained the implications of the findings are discussed.

Key words: Decision Making Style, Job Tenure and IT Professionals.



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Introduction: Life can be viewed as a constant series of decisions. Some distance seems to be important but they are the most important, just as people are different so are their styles of decision making. Each individual is the outcome of the decision made by the individual till dated. Every decision maker knows psychological force that blocks intelligent decisions. Traditional decision word made using values, perceptions and careful consideration of alternatives. Sometimes wise decision may or may not follow societal norms and

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expectations. Decision making required ethical sensitivity to implement choices the ambitious and incomplete facts and the skill to implement decisions effectively. What managers do is solve problems and decision making to the issues that they face day to day. The first thing that they do is reacting to the issue, most of the time they are stressed out by issues and situations. Decision making can be regarded as an outcome of mental processes leading to the selection offer a course of action among several alternatives. Every decision making process produce a final choice. The output can be an action for an opinion.

Human performance in decision making terms has been subject of active research, from several perspectives. From a psychological perspective, is necessary to examine individual decisions in the contacts of a set of needs, preferences an individual has and values he/she seeks.

From a cognitive perspective, the decision making process must be regarded as a continuous process integrated in the interaction with the environment. From a normative perspective, on the analysis of individual decisions is concerned with the logic of decision making and rationality and the invariant choice it leads to, it might be regarded as a problem solving activity which is terminated when a satisfactory solution is found. Therefore decision making is a reasoning or emotional process which can be rational for irrational can be based on explicit assumption tacit assumptions.

Review of literature: In the following studies related to the topic under consideration for presented a particularly relating to the Decision Making Style.

Carsten K. W. De Dreu, Brenard A Nijstad and Daan Van Knippenberg (2008) Studied motivated information processing in group judgment and decision making and found that social motivation and epistemic motivation are expected to influence alone and in combination, generating problem solutions, disseminating information and negotiating joint decisions.

Clerk brigges Patrick little (2008) studied the impact of organizational culture and personality traits on decision making in technical organizations and found that usually high impact, tension filled decision activities have long term effects and the generally follow analytical decision methods aimed at maximizing objectives.

Marc Wittmann and Martin P. Paulus (2008) studied decision making impulsivity and time perception and found that time is an important dimension when individuals make

decisions. Time perception leads to a notion of the association between and altered sense of time and impulsivity.

Wendy P. Van Ginkel and Daa Van Knippenberg (2008) examined the group information elaboration and group decision making and the role of shared the presentation and indicated that decision making groups often exchange and integrate distributed information to a lesser extent than is desirable for high quality decisions. Task representation emphasizing elaboration of of decision relevant information enhanced decision making performance.

Veeris Ammarapala and James (2007) examined collaborate multi-criteria decision making technique for risk factor prioritization and conclude that collaborative decision making techniques that could assist a group of executive decision makers in identifying, analyzing, evaluating and prioritizing significant organizational system risks. As the risk factor increases the collaborative decision found to be decreasing.

Statement of the problem: An attempt is made in the present investigation to study the Decision Making Styles among information technology (IT) professionals.

Objectives of the Study:

1. To study whether there are any significant differences between Male and Female IT Professionals in their Decision Making Styles.
2. To examine whether there are any significant differences between Short Job Tenure (SJT) and Long Job Tenure (LJT) IT Professionals in their Decision Making Styles.

Hypotheses:

1. There would be significant difference between Male and Female IT professional in their Decision Making Styles.
2. There would be significant difference between Short Job Tenure (SJT) and Long Job Tenure (LJT) IT Professionals in Decision Making Styles.
3. There would be significant interaction among two independent variables Gender and Job Tenure with regard to Decision Making Styles.

Population: Information technology (IT) professional working in 10 software companies located in and around Hyderabad city constituted the population of the present investigation. There are about 250 employees both men and women in each software company. In all there are about 3000 it professionals.

Definition of IT Profession: IT is the short form of information technology, broad term covering all aspects of managing and processing information. IT professional design

develops, support and manage computer software, hardware and network such as the internet. The application of these technologies is all round us. In fact, it is probably already a part of your life in ways you are not aware of computer software used to write term paper, computer generated animation in a blockbuster movie, networks and a programs that let you to order books over the internet and satellites and systems that enable NASA to conduct remote space exploration are all developed by creative and dedicated IT professionals.

Sample of the study: The samples of the present investigation are randomly drawn from IT professionals working in 10 software companies. Their age ranged from 25-50. Among 3000 employees there are about 2000 men employees and about 1000 women employees with job tenure of 1 year to 15 years. From among the 3000 employees, 120 employees selected randomly in such a way that they fit into 2x2 factorial design. Distribution of the sample is presented in the following table-1.

Table-1: Distribution of Sample

	Male	Female
Short job tenure Below 5 years	30	30
Long job tenure Above 5 years	30	30

Variables: In the light of the above hypotheses the following variable are studied.

Independent variables:

1. Gender: Male and female
2. Job Tenure: Short Job Tenure and Long Job Tenure

Dependent variable: Decision Making Styles

Tool: Decision Making Styles of the sample were assessed by using Decision Making Styles questionnaire adapted from the Myers-Briggs type indicator, 1983. It consist of two parts; Part-A and Part-B. In Part-A, there are nine statements with options a and b. the subject is requested to select the responses that comes closest to how he/she usually feel or act. There is no right or wrong responses to any of these items. Whatever the subject chooses is the right answer for him/her. Part-B consists of seven items. In each item there are two words, the subject is required to select one word from the pair that appeals to him/her. The reliability of the questionnaire was established by using test re-test method and the value is 0.80 and the validity is 0.89.

Procedure: The Perceived Decision Making Styles questionnaire was administered to 250 samples. They were requested to fill in the instrument and they were given ample time to fill in the questionnaire. Out of 250 only 135 have returned filled in questionnaires. The investigator has considered only 120 has the sample of the present study is 120.

Research design: As there are two independent variables i.e. Gender and Job Tenure and each variable is varied into two ways i.e Male and Female and Short Job Tenure and Long Job Tenure a 2x2 factorial design was employed.

Statistical analysis: The obtained data are subjected to descriptive statistics search has mean and standard deviation, inferential statistics such as ANOVA.

Results and discussion: The obtained data are analyzed quantitatively hypotheses formulated in the present investigation and the results are presented in the following pages. Table-2 Presents the mean and standard deviation of scores on Decision Making Styles.

Table-2: Means and standard deviations of scores on Decision Making Styles

		Gender	
		Male	female
Job tenure	Short job tenure	M=5.50	5.97
	Below 5 years	SD=2.31	1.89
	Long job tenure	M=5.93	5.50
	Above 5 years	SD=2.73	2.65
Grand Means			
	Male=5.71	SJT=5.73	
	Female=5.73	LJT=5.71	

An observation of table-2 indicates that the female IT professionals with less than 5 years of experience have obtained the highest mean of 5.97 with an SD of 1.89. Whereas male IT professionals with below 5 years of experience have obtained the lowest mean of 5.50 with an SD of 2.31 and female IT professionals with more than 5 years of experience have obtained the lowest mean of 5.50 with an SD of 2.65. There are mean differences among the four groups of subjects in their Decision Making Styles. However in order to test whether there are any significant differences among the four groups of subjects in their Decision Making Styles, the data or further subjected to the analysis of variants and their results or are presented in table-3.

Table-3: Summary of ANOVA of scores on Decision Making Styles

Source of variation	Sum of Squares(SS)	df	Mean of Squares (MSS)	F
Gender	0.008	1	0.008	0.001@
Job tenure	0.008	1	0.008	0.001@
Gender x job tenure	6.075	1	6.075	1.004@
Error	701.833	116	18.075	
Total	707.925	119		

Note: @ not significant

The F-value of 0.001 for the variable gender, 0.001 for the variable job tenure and 1.004 for interaction effect between gender and the job tenure for all not significant. Indicating that both gender and job tenure have no significant impact on the Decision Making Style of the subjects and also there is no significant interaction between gender and job tenure with regard to Decision Making Styles.

The first hypothesis predicted significant difference between male and female IT professionals in their Decision Making Styles. The F-value of 0.001 for the variable gender is not significant. Based on the results the first hypothesis which predicted significant difference between male and female IT professionals is not accepted as warranted by the results. However, then we take the means into consideration female IT professionals have obtained mean of 5.73 when compared to male IT professionals, have obtained lower mean of 5.71 suggesting that the female IT professionals have a slight edge over male IT professionals in their Decision Making Styles.

The second hypothesis predicted significant difference between short job tenure and long job tenure IT professionals in their Decision Making Styles. The F-value of 0.001 for the variable job tenure is not significant. Based on the result second hypothesis which predicted significant difference between short job tenure and long job tenure IT professionals in their Decision Making Styles is not accepted as warranted by the results. However when we take the means into consideration Short Job Tenure IT professionals have obtained a mean of 5.73 when compared to Long Job Tenure IT professionals have obtained mean of 5.71 suggesting that Short Job Tenure IT professionals have slightly higher than Long Job Tenure IT professionals in their Decision Making Styles.

The third hypothesis predicted significant interaction between gender and job tenure with regard to Decision Making Styles. The F-value of 1.004 is not significant. Based on the results the hypothesis predicting significant interaction between gender and job tenure with regard to Decision Making Styles is not accepted as warranted by the results.

Conclusions: Based on the results obtained the following conclusions are drawn.

1. There is no significant difference between Male and Female IT professionals in their Decision Making Styles.
2. There is no significant difference between Short Job Tenure employees and Long Job Tenure employees in their Decision Making Styles.
3. There would be no significant interaction between Gender and Job Tenure with regard to Decision Making Styles.

Implications of the study: The IT professionals may be trained to be realistic and see the world in terms of facts.

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