

# **ASSESSMENT OF DECISION MAKING PRACTICE IN CASE OF TORA TOWN ADMINISTRATION**

**THIS SENIOR ESSAY SUBMITTED TO THE DEPARTMENT OF MANAGEMENT IN  
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COLLEGE OF BUSINESS AND ECONOMICS  
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## APPROVAL SHEET

This is to certify that the senior essay prepared by Sani Shifalo. Entitled the *Assessment of decision making practice in case of tora town administration and* submitted in partial fulfillment of the requirements for the degree of BA in Management complies with the regulation of university and meets the accepted standards with respect to originality and quality.

Place: Wolkite, Ethiopia.

Signed by the examining committee

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## ***Abstract***

*This study was aimed at assessing the decision making practice in tora town administration. The researcher was used a descriptive type of research design. To achieve the objective of study data were collected from primary sources data through questionnaires and interviews. The researchers used census survey on all employee of the tora town. The data were collected through questionnaire and interview are organized, analyzed and presented using both qualitative and quantitative data analyzing technique. Based on the provided data the researchers summarized the finding on problems and assessment of decision making practice show that problems like the employee's unwillingness to participating in decision making, the employees unsatisfied with in the existing decision to wards decision making process were the problems in the study area.*

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# CHAPTER ONE

## 1. Introduction

### 1.1. Background of the Study

Decision making is a study of identifying and choosing alternatives based on the value and preference of decision maker. Making decisions implies that are alternative choice to be consider and in such case we want not only identify as many of alternative as possible but choose the one that best fit with our goals, objectives, desires and value (Harris, 1998).

The most outstanding quality of successful manager is his/her ability to make sound and effective decision. A manager has to make up his or her mind quickly on certain matters. It is not correct to say that he has to make spur of moment decision at all time. For taking much decision he gets enough time for careful fact finding, analysis of alternatives and choice of best alternative. Decision making is a human process. When one decides, he chooses a course alternative which he thinks is the best. Decision making is proper blending of thinking, deciding and action (pal, 2009).

In consensus participative decision making style the leaders give up complete control and responsibility of decisions. Everyone must agree and will come to same decision. In sufficient stake holder's participation in decision making in turn lead to failure of the organization and stake holder commitment. Lack of commitment and engagement affect stakeholder's intention to quite, when stakeholders are live in and trust their management system it motivates and encourages stakeholder's participation in decision which improve stakeholder's effort and will success the organization (savag, 2006).

Today many decisions in organizations are made by groups, teams or committees. The benefit of group decision making include more knowledge and expertise is available to solve problem, a great number of alternative are examined, the final decisions is better understood and accept by all group members and there is more commitment among all group members to make final decision work (Lunenbug,2011).

Decision making believed to determining fact in the successful achievement of common organizational goals. Business organizations in order to made effective decision needed to have knowledgeable, skillful and experienced manager. Decision making is subjective or it may differ from organization to organization, therefore, the researcher interested to study the assessment of decision making practice in tora town administration.

## **1.2 Statement of the Problem**

Decision making has inevitable components of management and is also one of the major tasks of any organization. Decisions making as a process that can help us reach an appropriate solution for a given problem; also managers can play noticeable role in organization decision making process and has significant impact on success and failure of managers and organization which depends on quality of manager (Simon, 1996).

Since all organization manager spent a great deal of their time in a mint situation they need to learn how to make effective decision there is because either personal or professional have a side effect which can affect the whole organization and even external environment the more consistent to the quality of decisions (Harold Koontz, 2004).

A decision making process is not the act of randomness rather is a conscious activity. A manager who makes decisions on his own intuitive base and emotion consciously or rationally by critical investigates the problem on which decision is made. Generally, decision making is complex and thinking of manager understand is that stake holders can be involved in all stage of the decision making process and it is not a separate function of managers rather common function of the manager respecting at all level of the organization is engagement in decision making practice. But, the impact of their decision on the organization is different at different level of management. For example, decision made by top level of management has animated on entire organization, while by others have specific impact.

In tora town administration decision making practice as we observed most employees have not well experiences as compared to the other employees in decision making practice. We want to conduct the research to assess the practice of decision making in tora town administration. The reason we initiate to conduct this study is in order to assess the decision making practice would

be arising due to different factors like individual problem of employee. Based on the above problem in mind the following basic research questions are raised.

### **1.3 Research questions**

1. What is the type of decision making style the tora town is follow?
2. Who are those stakeholders engaged in decision making process in tora town?
3. What is the role of employees in decision making process in the tora town?
4. What are the problems faced during decision making in the tora town?

### **1.4. Objective of The study**

#### **1.4.1. General Objective**

The main objective of this study was to assess the practice of decision making in tora town administration.

#### **1.4.2. Specific Objective**

- To identify the decision making style the tora town is follow.
- To identify the employees who are engaged in decision making process in the tora.
- To examine the role of employees in decision making process in the tora.
- To identify the problem faced during decision making process.

### **1.5. Scope of the Study**

This study was asses' decision making practice. The study was limited geographically to tora town administration and the study will try to assess particularly on employee and manager. This research is to find out the solution for the decision making practice of tora town administration.

### **1.6. Significant of The study**

It is obvious that decision making is very important fulfillment to have a well-established organization. By taking this reality in to consideration, the reasons to conduct this study are: -

- In advance after the research completed it will mainly contribute to the researchers first the partial fulfillment of bachelor art of degree.

Second, after the research conducted the organization would be beneficiary in way that managers can see identified problems and can take corrective measure

Third, this study would provide an outline to the other researchers who want to undertake related research.

Fourth, the outcome of the study makes help to make improvement on performance of the organizations.

Finally, it will have significance to various stakeholders and peoples

### **1.7 Limitation of the study**

The limitation of this study was face encountered some problems; the respondent might be involuntary to fill the questionnaires due to the intensity of workload. Since the researcher has students who have taken different course, I have limited time to conduct the study. More over the amount of money budget for this study have small and there has shortage of the secondary data because of these factors and others the study had the following limitations. This study has been limited only Tora town administration

### **1.8 Organization of the paper**

This research is organized into five chapters. The first chapter will introduction, which consists of back ground of the study, statement of the problem, objective of the study, research questions, significant of the study, scope of the study and limitation of the study. The second chapter includes related review literature. The third chapter focused on data presentation and analysis of the finding. Fourth chapter will summary of findings, conclusion and recommendation based on the analysis.

## CHAPTER TWO

### 2. Related literature review

This chapter attempts to deal with of relate review. In review relevant literature the researcher has found it necessary to identify broad concept with regarding to understanding of definition, feature of decision, significance of decision making, type of decision making, process of decision making, decision making style, decision making environment and decision making technique.

#### 2.1. Definitions

Different writer write as define decision making from their different point of view stoner, freeman and Gilbert (2002). state that decision making is the process of identifying, selecting a course of action to value specific problems but other criticize decision making is not managing rather it is making a choice of action.

Frank and Harrison (1995). defined as decision making refers to either a specific act or general process. It is alternative. The person making the decision must be recognizing and defining the nature of situations, identifying alternative choosing the best alternative and putting it into practice.

Bantie, Meseret and Yigremew (2006) .defined as it is rational choice among alternatives. There have to be option choice from, if there are not, there are no choice possible and no decision.

#### 2.2. Feature of decision making

According to Gupta, Sharma and Bhalla (2002). there are different feature of decision making these are: -

-Decision making is a goal oriented process. It aims achieving certain specified goal of organization.

-Decision making is selection process in which best alternatives course of action chosen from amongst alternative course of action.

- It is a continuous process because a manager is required to take decision for different activities.

-It is considered both science and art

-it is responsibility of managers at different level of management

-Decision making involves deep and careful thinking and hence it is a mental process.

-it can be both positive and negative i.e. means it may be positive to perform certain activities or negative not to perform certain activities.

-Decision are made for future course of action based on the past experiences and present condition.

### **2.3. Significance of decision making**

As a manager make decisions involving not only you but the morale and welfare of others. Some decisions, such as when to make a break or where to a meeting, are simple decision which have little effect on others. Other decision often more complex and may have a significant impact on many people. Therefore, having decision making, problem solving process can be a helpful tool. Such process can help you to solve these different types of situation with in business and military today, managers at all level use some form of a decision making, problem solving process (pal, 2009).

It is beyond doubt that decision making is an essential part of every function of management. According to Drucker “whatever a manager does, he does through decision making”. Decision making lies deeply embedded in the process of management, spreads overall the managerial function and covers all the area of organization. Management and decision making are bound up and go side by side in every activity performed by manager whether knowingly or unknowingly, every manager make decisions constantly (Ibid, 2009).

The most outstanding quality of successful managers is his/her ability to make sound and effective decisions. A manager has to make up his/her mind quickly on certain matters. It is not correct to say that he has to make spur of moment decision at all the time. For taking many decisions he gets enough time for careful fact finding, analysis of alternatives and choice of the best alternative. Decision making is a human process. When one decides, he choose a course alternative which he think is the best. Decision making is proper blend of thinking deciding and action. An important executive decision is only one event in process which requires a succession of activities and routine decision all along the way (Ibid, 2009).

## 2.4. Type of decision making

**1. Programmed and non-programmed decisions:** - programmed decisions are concerned with the problem of repetitive nature or routine type matter. A standard procedure is followed for tackling such problems. These decisions are taken generally by lower level managers. Decision of this type may pertain for example purchase of raw material, granting leave to employee and supply of goods and implements to employees etc. Non programmed decisions relate to difficult situation for which there is no easy solution. These matters are very important for the organization. For example, opening new branch of organization, large number of employees started absents from organization and introducing new product in the market etc. these decisions normally taken at manager or high level manager (Gupta, Sharma & Bhalla, 2002).

**2. Routine and strategic decisions:** - Routine decisions are related with general function of the organization. They require much evaluation and analysis and can be carried quickly. Strategic decisions are important which affect objectives, organization goals and other important matter. These usually involve large investment or funds. These are non-repetitive in nature in nature and are taken after carefully analysis and evaluation of many alternatives. These decisions are taken by higher level of management (Gupta, et al, 2002).

**3 policy and operative decision:** decision pertaining to various policy matter of the organization is policy decision. These are taken by the top level management and have long term impact on the functioning of concern. For example, decision regarding location of plant, volume of production and distribution policy etc., is policy decisions. Operating decisions relate to day to day functioning or operation of business. Middle level and low level managers take these decisions. For example, decision concerning payment of bonus to employees is policy decisions. On the other hand, if bonus is too given to employees, calculation of bonus in respect of each employee is an operating decision (Gupta, et al, 2002).

**4. Organizational and personal decision:** when an individual takes decision as an executive or in official capacity, it is known as organizational decision. If a decision taken by the executive in personal capacity there by personal affecting his personal life, it is known as personal decision. Sometimes these decisions may affect the functioning of the organization also. For example, if an executive leaves organization, it may affect the organization. The authority of

taking organizational decision may be delegated, where as personal decision is not delegated (Gupta, etal, 2002).

**5. Individual and group decisions:** when the decision is taken by single individual, it is known as individual decisions are taken by individual with in broad policy frame work of organization. Group decisions are taken group decisions are taken group of individual constituted in the form of standing committee. Generally, very important and pertinent matter for the organization is referred committee. The main aim taking group decisions is the involvement of maximum number of individuals in the process of decision making (Gupta, etal,2002).

### **2.5. The decision making process**

Because decision making is such an important part of manager's job we need to discover anything that improve the quality of decision making one of the most effective measured is to follow conscious, rational, decision making process. A manager who make decisions on impulse will not have day today decision making success of manager who consciously work though the decision making process. Has steps they are logical and simple in themselves, but they are all essential to the process (Bantie, Meseret& Yigremew,2006).

#### **2.5.1. Define the problem**

Define the problem is critical steps the accurate definitions of a problem are accurately defined every other steps in decision making process will be based on the correct point. Finding a solution to the problem will by greatly aided by its proper identification. The consequences of not properly defining the problem are wasted time and energy Bantie, etal,2006).

#### **2.5.2. Identifying the limiting of critical factors**

Once the problem is defined, the manager need to develop the limiting or critical factor of the problem. Limiting factor are those constraints rule out certain alternative solutions one common limitation is time if a new product has one to be on the dealers' shelves in one month, any alternative that takes more than one month will be eliminated, resources, personal money, facilities and equipment are the most common limiting or critical factor that narrow down the range of possible alternative (Bantie.etal,2006).

### **2.5.3. Develop potential alternatives**

At this point, it is necessary to look for develop and list as many possible alternatives solutions to the problem as you can. These alternative solutions for a manager neutralize the problem. alternative solution for a manager faced with difficult of trying to maintain scheduled production may be start an extra work shift, to regularly schedule over time, to increase the size of the present work force by hiring employees or to do nothing, doing nothing about a problem sometimes is the problem alternatives at until the situation has been thoroughly analyzed. Occasionally, just the passing of time provides accrue, while building this list of alternative, it is wise to avoid being critical or judgmental about any alternative that occurs to you or those assisting you.

Censorship at this stole needlessly limits the number of alternatives developed. Initially the alternative should be separate solutions to the problem because a set alternative that are variation of one other provides less choice in the final analysis. After the initial brain storming process variation of the listed idea will begin to crystallize and combination will emerge. In developing alternative includes experience of other persons whose opinions and judgments are respected, the practice of successful managers group opinions through the use of task force and committed and the use of outside sources including managers in other organizations (Bantie, etal,2006).

### **2.5.4. Analyze the alternatives**

The purpose of this steps is to decide the relative merits of each of the alternative, what are the positive and negatives (the advantage and disadvantage) of each alternative do any alternatives conflict with critical limiting factors that you earthier if so they must be automatically discarded depending on the type of problem and potential solution developed, the manager might need to make a more though analysis by applying specific decision making aid (Bantie, etal,2006).

### **2.5.5. Select the best alternative**

By this point, the alternatives have been listed along with their corresponding advantage and disadvantage. Which would be selected? Sometimes the optimal solution is a combination of several of alternatives. In trying to select an alternative or combination of alternative you must reasonable find solution that appears to offers the most serious advantage and serious disadvantage. Take care not solve one problem and create another with your choice (Bantie, etal,2006).

### **2.5.6. Implementing the solution**

Managers are paid to make decisions, but they are also paid to let result from these decisions. A decision that just sits there hoping someone will put it in to effect may as well never have been made. Everyone involved with it must know what he or she must do, how to do it, why and when. Additionally, a good alternative half-heartedly applied by committed persons will often create problems, not solve them like plans solutions need effective implementation to desired result people must be solved on their 9roles and must know exactly what they must do and why. Finally, programs process rules or policies must be thought fully put in to effective (Bantie, etal,2006).

### **2.5.7. Establishing a control and evaluation system**

The final step in the decision making process is to create a control and evaluation system on going action to be monitored. This system should provide feedback on how well decision was implemented, what the result are positive or negative what judgment are necessary to get the result that were wanted when a solution was chosen. For a manager who uses this decision making process the probability for success in decision should be improved (Bantie, etal,2006).

## **2.6. Decision making style**

Manager decision making styles differ along two dimensions. The first is an individual tolerance of ambiguity. The other dimensions are an individual thinking. The following are some of the decision making style (Robbin, 2005).

### **2.6.1. Directive style**

Directive style decision making using directive style have low tolerance for ambiguity and are rational in their way of thinking they are efficient and logical directive type make fast designs and focus on short run(Robbin,2005).

### **2.6.2. Analytic style**

Decision makers with analytic style have much greater tolerance for ambiguity than do directive types and often autocratic. They want more information before making decisions and consider more alternative than directive style decision maker does. Analytic decision makers are characterized are carefully decision maker's ability to adapt or cope with unique solution (Ibid, 2005).

### 2.6.3. Conceptual style

Individual with a conceptual style tend to be why a broad in their outlook and look out many alternatives. They focus on the long run and are way good at finding creative solution to problem (Ibid,2005).

### 2.6.4. Behavioral style

Decision making with a behavioral style work well with other they are concerned about the achievement of those around them and receive to suggestions from others. They often use meeting to communicate, although they try to avoid conflict, acceptance by others is important to these decision making style (Ibid, 2005).

## 2.7. Decision making environment

There is several major element of internal environment that influenced decision making in organization. The decision that manager required to make May also be categorized in terms of the degree of certainty that exist situation. In perfect theoretical world manager would always have all the information and knowledge needed to resolve any situation. Every decision making situation falls in to one of the three categories that exist along certainty (Burton Thakur, 2008).

**2.7.1. Certainty:** A state of certainty exists only when the manager knows the available alternatives as well as the conditions and consequences of those actions. Making decision use of machines will result in a 10% saving while machine 'y' will provide a 20% saving with in state of certainty the manager will select for machine 'y'(Burton&Thakur,2008).

**2.7.2. Risk:** A state of risk exists when manager is aware of all alternatives, but is unaware of their consequences. At the best, all that managers can do is to make an educated guess as to which alternative to choose the decision under risk usually involves clear and precise goals and good information, future outcomes of the alternatives are just not known to degree of certainty. However, manager can do various analyses to assess more accurately of likelihood that particularly location will be successful. Situation of risk require the use of probability analysis in order to use probability in making decision managers must have some basis of for assessing the likelihood that given alternative will result in certain outcome (Burton & Thakur, 2008).

**2.7.3. Uncertainty:** uncertainty condition exists when management can assign probabilities (subject or objective occurrence to alternative that they develop the problem or possible

alternative solution. This is because the decision maker has virtually no information about the problem or because the problem is one that has never been a top management decision particularly those that depart from organization current practices is decision making under uncertainty managers are not use statistical analysis. In the face of such uncertainty managers need to make certain assumption about the situation in order to form work for decision making. If the assumptions are incorrect or inappropriate, failure is almost certain (Burton & Thakur, 2008).

## **2.8. Decision making technique**

A group can make decisions simply by working together through the basic process. However, group decision making can be enriched when the uses techniques that stimulate creativity in group process. Among the most widely used techniques are generating alternative through brain storming selective alternative with Delphi method and technique are mentioned here (Cook and Husker; 2001).

### **2.8.1. Delphi technique**

The technique can be used on wide variety of topics of interest to both societies in general and to business firm particular; for business firms Delphi can be used to predict things like technological breakthrough in production process new product type and economic outlook for government organization (Cook and Hunsaker;2001).

### **2.8.2. Nominal group technique**

Nominal group technique is restricting discussions or interpersonal communication during decision making method in which individual members face to face their judgment in systematic but independent fashion. In this technique which some aspects similar to Delphi techniques, five up to ten individuals are assembled in a room and are asked to write their solution to problems given to the group. A group might be asked things too improve in their particular how they might improve upward communication how to develop skills or host of problem (Cook and Hunsaker;2001).

### **2.8.3. Brain storming technique**

The brain storming techniques developed a pointer in advertising agency. The technique was used originally to develop and advertising program but it can be used any time an organization

wants to develop creative or freewheeling idea to facilitate this the following guideline are used in brain storming (Cook and Hunsaker;2001).

1. Criticism idea that are developed is not allowed.
2. Participates are encouraged to build on serrations of other group member.
3. As many ideas as possible are encouraged. The greater probability of that useful are will be found.

## **CHAPTER THREE**

### **3. Research Methodology**

#### **3.1 Research Design**

The researchers used descriptive research design. This type of research design was used to organize and put data in well-organized form. The reason of researchers to use descriptive research design was to provide a description of event or to define a set of attitudes, opinions and behavior that would be collected at the study time.

#### **3.2 Research Approach**

A quantitative approach was used for this research. This approach was employed to gather and analyze data which would collect through interview and questionnaire.

#### **3.3 Source of Data Collection**

##### **3.3.1 Primary data**

Primary source of data is a data that are a first-hand data which the researchers collected from employee and manager of the tora town.

The questionnaires were administered to only for the employees and manager of the tora town administration, and these was enabled the researchers to get first hand data.

##### **3.3.2 Secondary data**

Secondary data is information collected by others for purposes, which can be different than those of the researcher. It is a synthesis of published and unpublished documents related to the research and it is of highly importance, as it comprises the logical framework of the research (Sekaran, 2003, Fink, 1995).

#### **3.4. Sample size and Sampling Techniques**

The total populations of tora town administration are 31 so the researchers used census survey so the study was conduct on all employee of the tora town administration because of small number of population.

### **3.5. Data collection instrument**

To collect primary source of data the researcher used interview and questionnaire that include open and close ended question.

### **3.6 Data gathering procedure**

The researchers were used a procedure for gathering the relevant data, fist the researchers was asking the department of management to get letter for the manager of tora town administration in order to give us the relevant data prepared in terms of interview and questionnaire. after collecting the data from the manager of tora town the researchers would be interpreted by using statically method.

### **3.7. Method of Data Analysis**

The researchers used both quantitative and qualitative methods to analyze data. The researchers used qualitative method to analyze the opinion and response of employees in the form of narration and quantitative method also use to analyze the data in the form of tabulation, percentage and frequency, this helps to understand and interpret easily.

## CHAPTER FOUR

### 4. DATA PRESENTATION AND ANALYSIS

The study is intended to **Assess Decision Making Practice in Case of tora town administration**. The researchers have collected primary data through interview and questionnaires from tora town administration using census sampling technique the questionnaires were distributed to 31 employees of the tora administrative office because of small number of employees. from 31 distributed questionnaires respondents that mean 100% of distributed questionnaire respond correctly. The result of questionnaires is presented and analyzed one by one by one using tabulation and percentage forms.

**Table 4.1 Decision making style**

Number	Item	Frequency	Percentage
1	Do you know decision making style of the organization ?		
	A. yes	26	84%
	B. no	5	14%
	Total	31	100%
2	If your answer “yes” question number1, what type of decision making style is it?		
	A. directive	5	19%
	B. conceptual	4	15%
	C. behavioral	4	12%
	D. analytical	15	54%
	Total	26	100%

Source: Own survey, 2020

Table 4.1 item 1 shows regarding to decision making style, 26(84%) of the total respondents are knows the decision making style of the organization, whereas 5(14%) of the total respondents are not know the decision making style of the organization. From this data majority employees of the

organization are knowing the decision making style of the organization.

Again as indicated in table 4.1, item2 show that 5(19%)of the total respondents who said “yes” replied that directive style, 4(15%)of the total respondents who said “yes” replied that conceptual style, 3(12%) of the total respondent who said “yes” replied that behavioral style, the remaining respondent 14(54%) replied that analytical style. This indicate that most of respondents said that there was analytical decision making style so according to Robbin,2005 the organization want more information before making decisions and more alternative to make decisions.

**Table 4.2The stakeholders engaged in decision making**

Number	item	frequency	Percentage
3	Who are those stakeholders engaged in decision making practice in your organization?		
	A. top manager only	1	3%
	B. top manager and selected individual	23	74%
	C. everybody participating in decision making	7	23%
	Total	31	100%

Source: Own survey, 2020

As indicated in the table 4.2, show the response of stakeholders engaged in decision making process in the tora administration, 1(3%) of respondents responded that only top managers engaged in decision making process, 23(74%) of respondents responded that top managers and selected individuals are engaged in decision making and the rest 7(23%) of respondents responded that everybody engaged in decision making process. This show that in the tora town administration stakeholders engaged in decision making process were top managers and selected individuals. This implies that in the organization all stakeholders can not engaged in decision making process.

**Table 4.3 Interest of employees to participate in decision making**

Number	Item	Frequency	Percentage
4	Do you have interest to participate in decision making activities of the organization?		
	A. Yes	28	90%
	B. No	3	10%
	Total	31	100%

Source: own survey 2020

As indicated in the table 4.3, regarding to the interest of employees in participating decision making, 28(90%) of employees were responded that they have interest to participate in decision making activity of organization while 3(10%) of were responded that they have no interest to participate in decision making activity of organization. From this data most employees are interested to participate in decision making activity of organization. This implies that the interest of the employees in the organization good attention to participates of decision making.

**Table4.4, Employees have get chance to participation decision making**

Number	Item	Frequency	Percentage
5	Do you have get the chance to participate in decision making process of the organization?		
	A. Yes	15	48%
	B. No	16	52%
	Total	31	100%
6	In number 5 if your answer is “yes” what is the reason?		
	A. To encourages participation	3	20%
	B. to identify problem and opportunities	6	40%
	C. To improve decision quality and acceptance	6	40%
	Total	15	100%
7	In number 5, if your answer “yes” what is possible significance of participating?		
	A. strength interpersonal interest	6	40%
	B. increase productivity	4	27%
	C. increase commitment	3	20%

	D increase work quality	2	13%
	Total	15	100%
8	In number 5 if your answer is “yes” What is your role in organization decision making process		
	A, lead the employees at the time of decision and approving or supporting the decision	2	13%
	B, Forwarding their own idea	5	34%
	C, suggesting idea and analyzing other idea properly	6	40%
	D, agreement or disagreement with decision	2	13%
	Total	15	100%

Source: Own survey, 2020

As indicated in the table 4.4, item 1 regarding to a chance to participate in decision making, 15(48%)of respondents have get the chance to participate in decision making, 16(52%) of respondents have no chance to participate in decision making. This shows that most of the organization employees do not get the chance to participate in decision making practice. It implies that the organization has not prepared more opportunity to participate their employee in decision making.

As indicated in the table 4.4, item 2 shows that 3(20%) of respondents said that the reason to participate were to encourage participation, 6(40%) of respondents replied that to identify

problems and opportunities, 6(40%) of respondents said that to improve decision quality and acceptance. This data show that employee of the organization participating in decision making for improve decisions quality and acceptance.

As indicated in the table 4.4, item 3 show that 6(40%) of respondents said that possible significance was to strength interpersonal interest, 4(27%) of respondents said that to increase productivity, 3(20%) of respondents to increase commitment, 2(13%) respondents respond to increase work quality from this data most of organization employees participating in decision making to strength interpersonal interest.

In addition to the questionnaire different stakeholders in the tora town town administration various distribution role in decision making process of the of the tora town among which

- Lead the employees at the time decision, approving or supporting the decision and suggesting idea and analyzing other idea properly were the role of managerial staff and supervisor.
- Forwarding their own idea and agreement or disagreement with the decision was the role of accountant and officers.

#### 4.5 the problem faced during decision making process

Number	Item	Frequency	Percentage e
9	Have you faced problems during decision making process?		
	A. Yes	23	74%
	B. No	8	26%
	Total	31	100%
10	If your answer “yes” question number 13, what are those problems?		
	A. disagreement with decisions	11	48%
	B. lack of enough persuasive evidences to give decision	9	39%

	C. different way of understanding the idea by participants	3	13%
Total		23	100%

Source: Own survey, 2020

As indicated in table 4.5, item 1 regarding to problem faced during decision making process, the majority of respondents 23(74%) answered problems was faced during decision making process and 10(26%) of respondents responded that there is no problem which faced decision making process. This show much problem at the time of decision making process exist in the organization.

As indicated in table 5, item 2 show that 11(48%) of respondents said that the problem in decision making process faced disagreement with decision, 9(39%) of respondents said that lack of enough persuasive evidences to give decision and the rest respondents 3(13%) responded that differently understanding the idea which by participants. From this data faced the problem during decision making in the bank was disagreement with decision making. This implies that during decision making in the tora town administration not enough evidences to persuasive employees and other stakeholders.

**Table4.6, Sufficient authority to make decision**

Number	Item	Frequency	Percentage
11	Do you have sufficient authority to make decision?		
	A. Yes	20	65%
	B. No	11	35%
	Total	31	100%

Source: Own survey, 2020

As indicated in the table4.6, regarding to sufficient authority to make decision, from data, 20(65%) of respondents respond have sufficient authority to make decision and the rest 13(35%) of respondents respond have no sufficient authority to make decisions. From this, data majority respondents of the bank have sufficient authority to make decision in the tora town

administration.

**Table 4.7, coordination between departments in decision making practice**

Number	Item	Frequency	Percentage
12	The coordination between departments in decision making practice is?		
	A. very good	5	16%
	B. good	8	26%
	C. fair	16	52%
	D. unsatisfactory	2	6%
	Total	31	100%

Source: Own survey, 2020

As indicated in the table 4.7, regarding to coordination between departments in decision , 5(16%) of respondents said coordination between departments very good in the tora town, 8(26%)of respondents said that the coordination between department is good in the tora town, 16(52%) of respondents said that the coordination between departments is fair, 2(6%)of respondents said that the coordination between departments unsatisfactory, so, the majority respondents respond that the coordination between the departments is fair This implies that far coordination between departments is important to make effective decisions.

**Table 4.8 the types of decision that the organization uses**

Number	Item	Frequency	Percentage
13	What type of decision is made mostly in the organization?		
	A. programmed	21	68%
	B. non programmed	4	13%
	C. both	6	11%
	Total	31	100%

Source: Own survey, 2018

As indicated in the table 4.8, show that 22(68%) of respondents respond that there is a programed decision making type uses in their organization, whereas 4(13%) of the respondents answered that there was non-programmed decision making and the remaining respondents

6(19%) said that both programmed and non-programed decision would be applied in the organization. From this data most of the time the organization use programmed decision making type and implies that according to Gupta, Sharma and Bhalla, (2002) in the organization concern decision with the repetitive nature of the problem.

**Table 4.9 Adequate information that are needed for decision**

Number	Item	Frequency	Percentage
14	Did you get adequate information that is needed for decision from subordinates?		
	A. yes	26	84%
	B. No	5	16%
	Total	31	100%
15	Did you get adequate information that is needed for decision from supervisor?		
	A. Yes	23	74%
	B. No	8	26%
	Total	31	100%

Source: Own survey, 2020

As indicated in the table 4.9, item 1 show that 26(84%) of respondents said that they have get adequate information need from the subordinates and 5(16%) of respondents responded that they have not get adequate information that are needed for decision from their subordinates. This show that, the majority of employees have get adequate information need from their subordinates and again also the above table 4.10, item 2 show that 23(74%) of respondents responded that they have get adequate information needed for decision making from their supervisor and 8(26%) of respondents responded that they have not get adequate information that are need for decision from their supervisor, so, majority of employees have get adequate information from their supervisor. This implies that according to Burtons and Thakur (2008). in the organization to make decision would always have needed the information and knowledge to resolve any problem.

**Table 4.10, Responsible agent of decision making**

Number	Item	Frequency	Percentage
16	Who is responsible agent for decision making in the organization?		
	manager	25	81%
	Team	4	13%
	Individual	2	6%
	Other	0	0%
	Total	31	100%

Source: Own survey, 2020

As indicated in the above table 4.10, regarding responsible agent of decision, 25(81%) respondents replied that the manager is the most responsible agent for decision making in the organization, 4(13%)of respondents responded that the team are the most responsible agents for decision making in the organization, 2(6%) of respondents replied that the individual is the most responsible agent for decision making in the organization. From this data in the organization managers are the most responsible agent in the organization decision making. This implies that the employees have little chance to participate in decision making process in the organization.

**Table 4.11 the decision making system is satisfactory**

Number	Item	Frequency	Percentage
16	Is the decision making system that exists in the organization satisfactory?		
	A. Yes	14	45%
	B. No	17	55%
	Total	31	100%

Source: Questionnaire 2020

As indicated in the table 4.11, shows that 14(45%) of respondents said that the existing decision making system is satisfied while the remaining 17(55%)of respondents said that the existing decision making system is unsatisfactory so most of respondents are unsatisfied with the existing decision making system.

### **Interview question analysis**

The manager said that the organization does not use suitable decision making style but sometimes the organization uses analytical decision making style.

The manager said that similar with question number one.

The manager said that the role of employees in decision making forwarded directional idea or on idea based on the organization, to motivate the managers give a good decision increasing the quality service of the organization to give suggestions for their own idea and analyzing other idea properly.

The manager said that decision making are highly important for the tora town admiration. Decision making can motivate the employees; increase the team work for employees, increase participation of employees during decision making.

## CHAPETER FIVE

### 5. Summary Conclusion and Recommendation

This chapter has two parts conclusion and recommendation the conclusion dealing with the answer to the basic questions raised in the first chapter.

#### 5.1 SUMMARY

Based on the study, the following finding results have been found. The study is focused on the decision making practice. Census sampling techniques were used to select respondents for questionnaire from the target population & out of target sample size of respondents for questionnaire from the target population & out of (Thirty-one percent) target sample size of respondents; only 31 respondents were participated to provide the valuable information.

- ✓ As indicated in the profile of the respondents, the proportion of female (Thirteen percent) is less than male (Eighty-seven) in Tora town administration. Tora town administration body used mostly brain storming decision making practice.
- ✓ Tora town administration employees are voluntary to on decision making practice at the time of decision, however most of the time each department of Tora Town administration HR staff did not consulatate the members of the department at the time of decision making practice. From the data analysis indicated that decision making practice is per requested for practice of decision and give opportunity to utilize their knowledge and skill of each individual worker. The implementation and practice of decision making in Tora town administration staff is satisfactory. Due to low involvement in decision making most of employees dissatisfied by the present decision making practice.

#### 5.2. Conclusion

The following are given based on the previous analysis or finding

- ✓ Eighty-four percent of the total respondent of the organization are know the decision making style of the organization.
- ✓ Fifty-four percent of employee of the organization replied that the decision making style of the organization were use directive style.
- ✓ Seventy-one percent of respondents replied that mangers and selected individual engaged

in decision making practice, this show that the organization decision making process not participatory decision making.

- ✓ Ninety percent the respondents have interest to participate in decision making activity of management.
- ✓ Fifty-two Percent of the organizations employees cannot get chance to participate in decision making practice.
- ✓ The possible significance of participating decision making were strengthening interpersonal interest, increase productivity, increase commitment and work quality.
- ✓ Seventy-four of the respondents said that problems faced during decision making process, this show that at the time of decision making process problem exists in the organization.
- ✓ Eighty-four percent of employees in the organization got adequate information needed for decision from their supervisor and subordinates.
- ✓ Most of time the organization use programed decision making type the majority of respondent responded the coordination between the departments is fair. This empties that fair coordination between departments important to make effective decision.
- ✓ Fifty-five percent of the respondents said that the organization employees were unsatisfactory within the existing decision making.
- ✓ The manager respond employees not participate in appropriate decision making practice of the tora town administration. but include during the time of budget and the time of improving plan.
- ✓ The manager said there are different obstacles in the tora town administration. such as the employee does not satisfy their salary, the employee promotes the work without appearance, the employee has not gain incentive. Generally, many obstacles have in the tora town administration in the decision making practice. The manager said that the tora town uses to solve the obstacles by using directive decision making style. But sometimes use analytical decision making style.
- ✓ The manager said that during the decision making practice stockholders are not participating with in decision making practice, but the finale level of the manager interpreted the decision for employees.
- ✓ The manager said that decision making are highly important for the tora town. decision

making can motivate the employees, increase the team work for employees, and increase participation of employees during decision making.

### 5.3 Recommendation

- ✓ Based on the above finding or conclusion the following recommendations are forwarded.
- ✓ The manager is advisable to give a chance for the employees to participate in decision making practice because to increase interpersonal interest, increase productivity, increase work commitment and improve work quality.
- ✓ Manager should give enough evidences to persuasive the employees and forwarded easy language to understand the employees easily.
- ✓ The organization is better to satisfied them by making appropriate and timely decision make, since it is important for the organizations in order to achieve its objective.
- ✓ The organization follow analytical decision making style these type of decision making styles are often autocratic and much greater tolerance for ambiguity than do directive types, so the researcher recommended this the organization is advisable to follow behavioral decision making style because this type of style most people oriented and opinion are openly exchanged.
- ✓ The manager is advisable to solve the problem or obstacles by improving employee salary, promote the work appearance give appropriate incentive for employees, by this method to protect complain of the employee.
- ✓ The manager uses directive and analytical decision making style, directive decision making style is low tolerance for ambiguity and analytical is autocratic, so the researcher's advice behavioral decision making style because this style most people oriented.
- ✓ The manager advice to participate employees before final decision. because employees support idea during decision making.

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## APPENDIX

**WOLKITE UNIVERSITY**  
**COOLEGE OF BUSINESS AND ECOMOMICS**  
**DEPARTMENT OF MANAGEMENT**

### Questionnaires

#### To the respondents

The questioner is design to collect data about decision making practice. The information collected would be used only for research purpose to acquire BA degree award in management. Therefore, I request you kindly to respond the question that follow.I would like to thank you in advance for your organization and willingness to fill the following questioners.

#### General instruction

- read the questioners carefully and analyze before giving answer

- then respond the questions
- put the mark “ x” in the box for multiple chances
- please try to use pen
- do not write name

#### Part One: -Background Information/Personal Information

1. Sex:            Male        Female
2. Your Age:            18-30        31-40                41and Above
3. Marital Status:  
Married  Unmarried  Widow     Widower
4. Educational Level:  
Degree                Second Degree                above Second Degree

**Part two. Basic question**

1. Do you know decision making style of organization?

A. Yes  B. No

2. If your answer “yes” in question number 6, what types of decision making style is it?

A. Directive  B. Conceptual  C. Behavioral  D. Analytical

3. Who are those stake holders engaged in decision making practice in your organization?

A. Top manager’s only  B. Top manager and selected individual

C. Everybody participate indecision making practice

4. Do you have any interest to participate in decision making activity of the management?

A. Yes  B. No

5. Does you get have the chance to participate in the decision making practice of the organization?

A. Yes  B. No

6. If your answer “yes” in question number 10, what do you think is the reason?

A. To encourage participation  B. To identify problem and opportunities  C. To improve decision quality and acceptance

If other, please, specify.....

7. If your answer “yes” in question number 10, what is the possible significance of participating?

A. Strength interpersonal interest  B. Increase productivity

C. Increase commitment  D. Increase work quality

If other, please specify.....

. If your answer “yes” in question number 10, what is your role in organization decision making process?

A. Lead the employees at the time of decision and approving or supporting the decision

B. forwarding their own idea

C. Suggesting idea and analyzing other idea properly

D. Agreement or disagreement with decision

If others, please specify.....  
.....

9. Have you faced problem during decision making practice?

A. Yes  B. No

10. If your answer “yes” for question number 14, what are those problem?

A. Disagreement with the decision  B. Lack enough persuasive evidences to give decision

C. Differently of understanding the idea which by the participants

If other please specify.....  
.....

11. Do you have sufficient authority to make decision?

A. Yes  B. No

12. The coordination between departments in decision making practice is

A. very good  B. Good  C. Fair  D. unsatisfactory

13. What types of decision are made mostly in organization?

A. programed  B. non programed  C. Both

14. Did you get adequate information that is needed for decision from your subordinates?

A. Yes  B. No

15. Did you get adequate information that is needed for decision from your supervisor?

A. Yes  B. No

16. Who is responsible agent for decision making in your organization?

A. The manager  B. Team  C. Individual  D. Other

17. Is the decision making system that exists in the organization satisfactory?

A. Yes  B. No

### **Part three**

#### **Interview question for the manager**

- 1, what types of decision making style in Tora Town Administrations?
- 2, what method of decision making practice is often used by in tora town administration?
- 3, what are the role of employee in the decision making practice in the tora town administration?
- 4, what is the significance of decision making for in tora town administration?