CHAPTER V

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The study made an attempt to investigate the impact of Self-efficacy and Psychological strain on Decision making styles. In addition the impact of demographic variables like gender, age, marital status, family size, job tenure, designation, number of working hours per week and the number of employees reporting on the variables, such as Self-efficacy, Psychological strain and decision making styles were also reported. The findings of the study can be summarized as follows.

The study revealed that there was a significant difference between the managerial employees of public and private sectors on the Spontaneous decision making style. The other variables Self-efficacy, General self-efficacy, Psychological strain, Rational, Intuitive, Dependent and Avoidant decision making styles were not significant.

The results showed that there was no significant difference between long job tenure and short job tenure managerial employees with regard to Social Self-efficacy, General Self-efficacy, Psychological strain, Rational, Intuitive, Dependent, Avoidant and Spontaneous decision making styles.

The results also showed that there were significant difference between Middle level and Lower level managerial employees on General self-efficacy, Psychological strain, Intuitive, Dependent and Avoidant decision making styles. Other variables, Social self-efficacy, Rational and Spontaneous decision making styles were not significant.

Among the eight groups (2sectors X 2 job levels X 2 job tenure), out of 28 combinations, significant differences are found in some(two to ten) pairs of groups with
regard to Self-efficacy, Psychological strain and Decision making styles. Most of the pair of groups do not have significant differences with regard to Self-efficacy, Psychological strain and Decision making styles.

The study found that there was a significant main effect of Sectors on Spontaneous decision making style; Job Levels on General self-efficacy, Psychological strain, Intuitive, Dependent and Avoidant decision making styles; The main effect of Job tenure was not significant on all the study variables. There was a significant Two-way interaction effect of Sector X Level on Psychological strain, Avoidant and Spontaneous decision making styles; Sector X Job Tenure on Psychological strain, Rational and Dependent decision making styles; Level X Job Tenure on Social self-efficacy and Rational decision making style. The Three-way interaction effect of Sector X Level X Job Tenure was significant on Rational decision making style.

The results revealed that Social self-efficacy and General self-efficacy were negatively correlated with Psychological strain. i.e High Social self-efficacy and General self-efficacy can reduce the Psychological strains of managerial employees. Also, Social self-efficacy and General self-efficacy were negatively correlated with decision making styles i.e., High Social self-efficacy and General self-efficacy can change the decision making styles of managerial employees.

The Social self-efficacy and General self-efficacy independently contribute to the Rational, Dependent and Avoidant decision making styles of managerial employees. Whereas psychological strain independently contribute to the five types of decision making style of managerial employees. Hence, it can be summarized that the Social self-efficacy, General self-efficacy and Psychological strain are the powerful predictors of the decision making styles of managerial employees.
Conclusion

In summary the present study investigated the impact of Self-efficacy and Psychological strain on Decision making styles. The sample consisted of twenty organizations and four hundred middle level and Lower level managerial employees form both public and private sectors. The results of the study indicated that Social self-efficacy, General self-efficacy and Psychological strain are the powerful predictors of the decision making styles of managerial employees. High Social self-efficacy and General self-efficacy can reduce the psychological strains of managerial employees.

Implications

The study made an attempt to look at the impact of Self-efficacy and Psychological strain on decision making styles of managerial employees of different sectors. The study significantly explains the various decision making styles of managerial employees which are prominent across the sectors, job levels, job tenure and demographic variables. The study also identified the interrelationship among various decision making styles and also explained the relationship between Low, Medium and High Self-efficacy vs Decision making styles and Low, Medium and High Psychological strain vs Decision making styles. The study concluded and identified the dominant decision making styles of managerial employees across various study variables.

Limitations

The strength of the thesis are its large sample size, widely accepted and well validated survey instruments and good (64.3%) response rate. The valid sample size of 400 managerial employees exceeds the acceptable sample size for multiple regression recommended by Tabachnick and Fidell (2007). They have given a formula for calculating sample size requirements, taking into account the number of independent
variables used: \( N > 50 + 8m \) (where \( m \) = number of independent variables). Stevens (1996) recommends that ‘for social science research, about 15 participants per predictor are needed for a reliable equation’ in multiple regression.

These strength remain despite the limitations of the thesis. These limitations are in several ways. Only managerial employees from Andhra Pradesh participated in the study, and those who participated were middle and lower level managerial employees. Due to these factors, there was a lack of generalizability of this sample to the general population of managerial employees. As mentioned in a study that utilized the OSI, such an assessment would have provided a more behavioral assessment of participants’ lives at work and the stresses to which they may have been subject (Decker & Borgen, 1993). Therefore these results should not be fully generalized to all managerial employees, but cautious generalizations about the effects of Self-efficacy, Psychological strain on Decision making styles can be made.

**Suggestions for further research**

The study is conducted at micro level. Therefore, its findings cannot be generalized. There is a need to conduct the same study at macro level. Since, the study is confined to only the state of Andhra Pradesh, the further research can be conducted in other parts of India to study the significant difference among managerial employees with regards to Self-efficacy, Psychological strain and Decision making styles across the country. The top level management and educational background of the managerial employees can be included in the further research. A comparative study of small and medium enterprises can be done in further research. Several factors are related to Psychological strain such as vocational strain, interpersonal strain and physical strain can be considered for further study. The other variables like, coping strategies, performance of organization can be added in the further study.