CHAPTER II
REVIEW OF LITERATURE

The following literature review consists of four parts. The first part provides the theoretical background of Self-efficacy, the second part deals with the theoretical background of Psychological strain, the third part describes the concepts of Decision making styles and the final part details the current requirement of research in the area of Self-efficacy, Psychological strain and Decision making styles of managerial employees of different sectors.

Self-efficacy

As a part of larger Social Learning theory, Albert Bandura’s concept of Self-efficacy was developed (Ashford & LeCroy, 2009), which has been advanced to the Social Cognitive Theory (Levin, Culkin, & Perrotto, 2001). In response to the dissatisfaction Bandura felt with the principles of behaviourism and psychoanalysis, he furnished Social Cognitive Theory. In both the theories, there was ignorance in relation to the role of cognition in motivation and the role of the situation (Bandura, 1977). Further it was found that who so ever stress the human capacity for conscious judgment and intentional action, contends that individuals determine themselves what they become by their own free choices. Most psychologists found conceptions of human behaviour in terms of unidirectional personal determinism as unsatisfying as those promoting unidirectional environmental determinism. To contend it, mind creates reality that fails to acknowledge environmental influences that partly determine what people attend to, perceive, and think (Bandura, 1978).

Social Cognitive Theory concludes that individuals don’t simply respond to influences of environment, rather they seek and interpret information actively (Nevid,
Under the network of reciprocally interacting influences, individuals contribute themselves to their own motivation, behaviour and development. (Bandura, 1999). Many research studies have been covered by the Social Cognitive Theory as physiological arousal and moral judgment, research that is focused primarily on self-efficacy, or the beliefs related to one’s capabilities of accomplishing tasks or goals successfully (Locke & Latham, 2002). According to Bandura (2005), social cognitive theory takes on an agentic perspective to change, development and adaptation. An agent according to Bandura is one who influences one’s life circumstances and functioning intentionally. Hence, it is being viewed that, people are proactive, self-organizing, self-reflecting and self-regulating. They contribute to their life circumstances and are not just the products of them.

Bandura (1977) further proclaimed self-efficacy theory as - “an efficacy expectation is the conviction that one can successfully execute the behaviour required to produce the outcomes”. The strength of belief that individuals have in their own effectiveness is likely a determining factor whether they will try to cope with a particular situation. He contends that, given adequate skills and sufficient motivation, “efficacy expectations are a major determinant of people’s choice of activities, how much effort they will expend, and of how long they will sustain effort in dealing with stressful situations” (p. 194). According to Bandura (1997) among these representations the most crucial is self-efficacy. The high esteem in which self-efficacy is held appears justified based on the empirical literature. For example, a large meta-analysis by Stajkovic and Luthans (1998) revealed that self-efficacy was highly concerned to the outcomes of the organization (e.g., Performance). Past literature confirms that self-efficacy is positively influencing the performance and training interventions often affect them (Colquitt, LePine, & Noe, 2000; Salas & Cannon-
Bowers, 2001). Due to the reason that self-efficacy has been emerged from already well-established expectancy concept (Bandura, 1977), it has a strong theoretical foundation. Self-efficacy supports one anticipate the consequences of action like decision making capability, such that the expectation of successful performance increases with high self-efficacy. Recent meta-analysis evidenced that self-efficacy has been used by many psychology and organizational scholars to study the influence of numerous behavioral and organizational outcomes (Sitzmann & Yeo, 2013). Bandura (1977) self-efficacy theory proposes that self-efficacy of an individual has positive and negative behavioral outcomes. One such positive outcome is performance and the negative outcome is stress. Based on this preposition and above mentioned theories, meta-analysis and empirical support, the present study speculates that decision making style and psychological strain are the outcomes of self-efficacy. The following section will summarize the related literature about self-efficacy.

Productivity of the firm is highly influenced by the employees’ motivation and confidence levels. The healthy working environment and health conditions of employees are the critical factors for effective functioning of any organization. A large number of research studies anticipated that low level of self-efficacy increases different symptoms of psychological problems such as distress, anxiety, depression, eating disorders, and alcohol abuse (Maddux & Lewis, 1995; Salas & Cannon-Bowers, 2001; Williams, 1995). The performance of the firm is highly influenced by the personal characteristics of Chief Executive Officer (CEO). In this regard, a study was conducted by Westerberg, Singh, and Häckner (1997) to examine the influence of CEO characteristics such as self-efficacy, tolerance for ambiguity and need for cognition in relation to some aspects of orientation of firm and its performance. The results revealed that there is an appropriate impact on the performance of firm and its orientation of the
characteristics of the CEO’s, while no significant relation was found between the orientation of firm and its performance. The task performance at organization is reliant on several factors including psychological and non-psychological in nature. A meta-analysis for 114 studies was conducted by Stajkovic and Luthans (1998) to examine the relationship between self-efficacy and work-related task performance. The results showed that there was a significant correlation between self-efficacy and work-related performance, which influenced the gain in task performance.

Previous studies have revealed a strong relationship between job satisfaction and job performance. It is important to know the impact of self-efficacy on job satisfaction which helps in understanding its role in job performance. O’Neill and Mone (1998) have examined that how equity-sensitivity and self-efficacy has an effect on job satisfaction, organizational commitment and intention to leave. The study was conducted on 242 employees of a health care firm and the findings concluded that the employees support the moderating role of equity sensitivity and the relationship between self-efficacy and job satisfaction and between self-efficacy and intent to leave. But the relationship between self-efficacy and organizational commitment was not revealed. A study was conducted by Rouxel (1999) on self-efficacy, anxiety and academic performance among 505 grade students wherein the study replicated that there exists a functional relation between self-efficacy and anxiety that was already revealed by Bandura’s social cognitive theory. In other words the findings of the study were in conformity to Bandura’s social cognitive theory, on the other hand contradicts Bandura’s general hypothesis regarding the effect of self-efficacy on performance directly or indirectly to get support by these results.

Most of the leadership researchers have been confirming that a person with high self-confidence can demonstrate successful leadership. While using a sample of 105
executives of a large manufacturing organization Nandal and Krishnan (2000) examined the relationship between charismatic leadership and follower's self-efficacy and role clarity in eastern India. Charismatic leadership was considered that comprised of five factors – strategic vision and articulation, sensitivity to the environment, sensitivity to member’s needs, personal risk and unconventional behaviour. Results revealed that there is no relation between charismatic leadership and self-efficacy. Three among the five factors of charismatic leadership i.e., strategic vision and articulation, sensitivity to environment and sensitivity to members’ needs were, positively related to lack of role ambiguity, which further showed a positive relation with self-efficacy.

Self-efficacy seems to be a universal construct and that may have relation with other psychological variables. To investigate whether general self-efficacy or perceived control best predicts the criterion variables of state anxiety and performance on a stressful cognitive task (solving anagrams) under conditions of high vs. low control Endler, Speer, Johnson, and Flett (2001) surveyed among 80 college students. The results revealed that in relation to perceived control general self-efficacy was a better predictor of state anxiety in both high and low control conditions.

Self-concealment is defined as the tendency to hide negative or distressing personal information from others (Larson & Chastain, 1990). Constantine, Okazaki, and Utsey (2004) carried out a study to analyze the mediating role of self-concealment and Social self-efficacy skills between acculturative stress and depression. For that purpose 320 international college students were taken as sample from African, Asian and Latin American area and were used for the study. The results indicated that self-concealment and Social self-efficacy did not serve as arbitrator in the relationship
between African, Asian and Latin American International Students’ acculturative stress experiences and depression.

The experience of loneliness is an emotionally distressing activity and it is influenced by several variables. It is interested to inspect the relationship between Social self-efficacy and loneliness. Using 308 university freshmen, the mediating role of Social self-efficacy and self-disclosure between the attachment and feelings of loneliness and subsequent depression was explored by Wei, Russell, and Zakalik (2005). The results revealed that Social self-efficacy has mediating effect between attachment anxiety and feelings of loneliness and subsequent depression. Further self-disclosure has mediating effect between attachment avoidance and feelings of loneliness and subsequent depression. After controlling for the initial level of depression only, these results were able to be disclosed.

Self-efficacy has a lot of organizational consequences, which contributes to the various functions of the managers. Luszczynska, Gutiérrez-Doña, and Schwarzer (2005) have studied the role of self-efficacy and its impact with various situations, like career-decision making, problem solving, goal setting, determination in reaching one's goals, cognitive appraisal of stressful situations, and academic achievement. High self-efficacy has been associated with adaptive coping skills, health-promoting behaviour, and better psychological adjustment to stressful situations, while low self-efficacy has been associated with depression, anxiety and helplessness. High self-efficacy is associated with positive effect whereas low self-efficacy is associated with negative effect.

For the frontline employee performance, Karatepe, Uludag, Menevis, Hadzimehmedagic, and Baddar (2006) specified that competitiveness, self-efficacy and
effort were their significant predictors. There existed a strong and direct effect of competitiveness on performance rather than effort and also self-efficacy has a stronger direct effect on job satisfaction rather than effort. Job satisfaction was negatively affiliated with intention to leave and not the performance.

Relationship between cognitive self-regulatory processes and depression in American and Indian adolescents from a Northern Plains tribe were examined by Scott et al. (2008). The results implied that there is a strong relation between academic self-efficacy and depression. Further, there is a correlation between academic self-efficacy and intrinsically motivating goal representations. It has been explained in a manner that those students who showed high academic self-efficacy had goals that were more important to them, goals that impact their thought process, and goals they viewed as desired by them instead of being forced by others. There was a variation in the indirect model by grade, and was unexpected. It was also noticed that for grown up adolescents, goals were foreseen by higher levels of academic self-efficacy that were more likely to be recognized as the adolescent’s own, that resulted in those opposed other oriented goals themselves, predicted higher levels of depressive symptoms. This finding has some implications to organizational setting in which managers may perceive that achieving higher goals as higher level of self-efficacy.

Further in the literature, effect of self-efficacy on overall pay satisfaction and three of its sub-dimensions i.e., satisfactory pay level, satisfactory benefits and satisfactory pay structure/administration was explored by Kim, Mone, and Kim (2008). The moderating effects of pay-for-performance perceptions on the association between self-efficacy and pay satisfaction was further evaluated. The sample constituted 256 employees from the four South Korean companies. The results disclosed that there is a negative relation between self-efficacy, overall pay satisfaction and its three sub-
dimensions. The results also underpin the moderating role of pay-for-performance perceptions except pay level satisfaction, on the self-efficacy and pay satisfaction relations for all pay satisfaction sub-dimensions. Salami (2008) investigated between psychopathology and academic performance and the moderator effects of student behaviour, self-efficacy and motivation among 476 students. The results showed that psychopathology correlated negatively but, not significantly with academic performance. Also found that, study behaviour, self-efficacy and motivation correlated significantly with academic performance and moderated the psychopathology academic performance nexus. On the basis of results the study suggested that there is a need for counselors to design therapeutic interventions for alleviating the students’ psychopathology; increasing their study skills, self-efficacy and motivation for improved academic performance.

Previous research confirmed that organizational performance is determined by several factors including employee performance, employee commitment, employee motivation, job involvement, employee loyalty, etc. Gehlbach et al. (2008) administered a research to explore the relation between self-efficacy and employee commitment. For the same purpose, they have selected 113 employees from a South African sugar manufacturing company. The outcome of the study evidenced positive correlation between self-efficacy and employee commitment. Also, uncommitted employees exhibit a lower level of self-efficacy. Shih, Hsieh, and Lin (2009) reviewed the bond between self-efficacy and job involvement of internal auditors of companies and also investigated the intervention of organizational power on self-efficacy and job involvement as another variable. For this purpose 600 publicly listed Taiwanese companies that have subsidiaries in China were included as a sample in the study. It was revealed that there was a notable and positive interrelationship between self-
efficacy and job involvement of internal auditors. There were no intervening effects on self-efficacy or job involvement of organizational control power.

The mediating effects of locus of control and self-efficacy among stress, illness, and the utilization of health services were observed by Roddenberry and Renk (2010) with the help of 159 college students. The findings showed that participants supporting stress with higher levels also endorse higher level of illness, higher level of external locus of control, but lower level of self-efficacy. Schmidt and DeShon (2010) conducted an investigation for exploring the moderating effects of performance ambiguity on self-efficacy and performance. The outcomes revealed that self-efficacy has a negative relation with subsequent performance under conditions of high ambiguity. But, it also stated that there existed a positive interrelation between self-efficacy and performance when performance ambiguity was low.

The relationship between self-efficacy and problem solving with mental health was explored by Prati, Pietrantoni, and Cicognani (2010) among 914 adolescents. The study disclosed that self-efficacy and problem solving were the dominant predictors of mental health having a direct relation between them, and efficient coping and inefficient coping were mediated on the relationship between self-efficacy and problem solving with mental health. Ineffective coping was mediated on the relationship between problem solving and mental health. The findings confirmed for the mediating mechanisms through which effective coping and ineffective coping mediate the relationships between self-efficacy and problem solving with mental health in adolescents.

Conflicts are integral part of any organization. Mishandling of conflicts can lead to major problems at the work place. Each manager has his/her own style of conflict
management. A study was conducted by Ayupp and Kong (2010) to explore the effect of self-efficacy, as an individual tendency, on the preference of conflict-handling style. They also investigated whether or not the assumed association would be different according to respective authority position of the two parties (superior versus peer). For this study 205 participants working in a textile manufacturing company participated in the sample survey. The study found that integrating style for handling conflict with peers was used by individuals with high self–efficacy. On the other hand, individuals with low self-efficacy preferred using compromising and/or avoiding style when a conflict occurs with superiors.

To determine the sales performance of Takaful (Islamic insurance) agents of Malaysia, Salleh and Kamaruddin (2011) analyzed the consequences of self-efficacy, self-monitoring and locus of control. They included 289 respondents as a part of sample survey. Two dimensions i.e., self-efficacy and self-monitoring were found to have a positive relation with sales performance. On the other hand, they found an inverse relation between locus of control and sales performance. The study presented that sales agents exhibiting high self-efficacy and self-monitoring skills contributed better sales performance. Borgogni, Dello Russo, Miraglia, and Vecchione (2013) aimed to deepen the concurrent role of self-efficacy and job satisfaction, testing both direct as well as an indirect relation. Both the variables were measured with the help of 1160 white-collared employees from the private main Italian delivery company as sample. The Structural Equation Modeling (SEM) advanced support to the indirect association between self-efficacy and absence from work via job satisfaction in the form of conclusions. It was observed that the training in self-efficacy may lead to higher job satisfaction resulting in greater work attendance.
Manager Self-efficacy

The domain of managers’ self-efficacy is not well studied or developed as like other domain. Only a few studies were located that examined manager’s self-efficacy and none were focused on middle and lower level managers. For this study, the concept of manager self-efficacy will be established by reviewing and drawing together related topics. In an early manager self-efficacy study Robertson and Sadri (1993) examined the correlations between the self-efficacy scores and performance scores of two groups of managers: 150 junior sales managers and 89 administrative junior managers employed by a large British bank. The study found that self-efficacy scores of managers correlated with their performance scores, but cautioned that multiple raters were used to determine performance scores and that might have affected the reliability of the criterion. The study also suggested that mastery experiences lead to higher self-efficacy levels and perhaps also to performance improvement. Self-efficacy may be lower among some individuals because they have lacked the opportunity for task experiences rather than having low performance capacity. Rather than using it as an indicator of future performance, they proposed using self-efficacy as a quick way to obtain a valid indicator of manager performance level information that could be valuable when assessing the impact of training and development activities.

Berger (2004) compared a group of college freshmen who completed a self-management course during their first year with another group of students who did not take the course. The findings revealed that all students who completed the course had higher self-efficacy scores and significantly higher grades over the next three semesters than the other group.
For examining how functional flexibility (willingness and ability to be flexible) was related with personality traits and work perception, Van Den Berg and Van Der Velde (2005) looked over all the employees of a large Dutch passenger transport firm. Study found that the ability of managers to be flexible has a positive relation with the general self-efficacy and initiative. Task formalization was only inversely associated. Therefore, the willingness to be flexible is determined by the fair treatment and freedom given by the organization and the ability to be flexible is part of the development of general self-efficacy. Previous studies have supported Bandura’s theories about how mastery experiences, vicarious experiences, and persuasion can effectively help people increase their confidence and self-efficacy. Staples, Hulland, and Higgins (1998) examined the productivity and self-efficacy of the managers of remote workers in virtual organizations. Their study found that both remote employees and their managers were more confident and successful when they had previous experience in a virtual work setting. Another study with similar conclusions was one that investigated the impact of leadership empowerment behaviour on customer service satisfaction and sales performance with self-efficacy and adaptability as mediating variables (Ahearne Mathieu, & Rapp, 2005). This study determined that employees with low self-efficacy could benefit from being exposed to leadership empowerment behaviours and product information.

The influence of managers’ self-efficacy on the connection across their employees’ engagement and managers’ effectiveness was examined by Luthans and Peterson (2002). Results showed that the manager’s self-efficacy was a partial mediator of the relationship between his or her employees’ engagement and the manager’s rated effectiveness. Finally, the study proposed that both employees’ engagement and
managers’ self-efficacy are the key predecessors that together may positively supplement impact on managers’ effectiveness.

The above literature on self-efficacy revealed certain inputs where it is found that self-efficacy is responsible for behavioural and organizational outcomes as – better performance, better decision making, increased confidence, problem solving, adaptive coping skills, health promoting behaviour, and better psychological adjustments to stressful situation. Whereas lower self-efficacy on the other hand leads to the psychological problems as stress, depression, anxiety and helplessness that leads to illness and experience of loneliness. The studies have been conducted on various groups such as college students, junior sales managers, CEO’s insurance agents, internal auditors of company, passenger transport employees etc. The limited research has been conducted in context of different levels of managerial employees. Hence, the present study focused more on middle and lower level managerial employees who come across such issues more easily and at fast pace.

**Psychological Strain**

This section presents the literature and theories about the construct of psychological strain. On the first hand, theories affiliated to the development of the psychological strain are presented. Psychological stressors in the workplace and psychological strains are being focused by Organizational psychology. This study revolves around organizational psychology for defining psychological strain. Lazarus (1966) general model of psychological stress and coping conceptualized "stress as a process involves a complex transaction between a person and his or her environment". The term psychological strain is defined as "a situation in which some characteristics of the work situation are thought to cause problematic psychological symptoms or to cause risk factors making poor health more likely" (Burke, 1986). The present study
uses Occupational Psychological strain Inventory and a reliable and valid measure is
developed with the help of this model. Osipow (1998) and his colleagues developed the
Occupational Stress Inventory (OSI). To measure Psychological Strain in the
workplace, the Occupational Stress Inventory was designed and developed to form
generic measures of occupational stressors that would apply across different
occupational levels and environments. It was also developed to present measures of
psychological strain that are being experienced by individuals due to work stressors.
Recent meta-analysis evidenced that psychological strain has been used by many
psychology and organizational scholars to study the influence of numerous behavioural
and organizational outcomes (Richardson & Rothstein, 2008; Steptoe, Hamer, & Chida,
2007; Walburn, Vedhara, Hankins, Rixon, & Weinman, 2009). The following section
will summarize the related literature on psychological strain.

Workload is one of the important stressors in any organization and will have a
major impact on various organizational and psychological variables. Most of the
researchers have confirmed that workload leads to work stress, which intern leads to
reduced productivity. Shaw and Weekley (1985) explored the workloads and their
consequences on psychological and behavioural strains. Quantitative and qualitative
overload, under load, and transient work-load were created by varying the number or
difficulty of the problem-solving tasks (anagrams). Each of eight trial periods were
given across the participants. Overloads were foreseen as more stressful than under-
loads. It was also found that a greater strain was expected to be produced by qualitative
workloads rather than quantitative workloads. Perceived workload, perceived pressure,
task enjoyment, self-esteem, self-reported anxiety, hostility, depression, and post-work-
load performance were some of the measures that were included. The outcomes showed
that there is notable impact of level of qualitative work load on perceived work pressure,
task enjoyment and depression. All the variables were also affected more by quantitative workloads. Transient work load participants reported levels of perceived pressure, task enjoyment and depression in between those reported by their overloaded and under loaded counterparts.

In some occasion, itself job may cause stress, where nature of job demands high attention, involvement and continuously working with limited resources. Bogg and Cooper (1995) identified that the main sources of stress among the senior civil servants were "factors intrinsic to the job" like poor pay and working conditions, and a strong feeling of possessing little control over their job and their organization. Hurrell (1995) studied the relationship between the occupational stress and coping strategies used by police officers and their spouses. The study argued that police officers, by and large, face many types of stressors that are beyond individual control. For which, effective stress management interventions and strategies are required to be incorporated at the organizational level that may aim at reducing stressors at work.

Though occupational stress at workplace is studied by many researchers, it would be curious to know whether gender has any impact in occupational stress. With the help of Occupational Stress Indicator-2 (OSI-2), Siu, Lu, and Cooper (1999) explored occupational stress in managers in Hong Kong and Taiwan. The study revealed the gender differences in managerial stress in Hong Kong. A higher score was achieved by female managers in sources of stress and quitting intentions; but had lower job satisfaction, worse mental and physical well-being as compared to male managers. This differentiation was not found in Taiwanese managers, however Taiwanese female managers reported more stress related to the “managerial role” as compared to their male counterparts.
The Occupational Stress Indicator was developed by Lyne, Barrett, Williams, and Coaley (2000) to find out the degree to which the psychometric structure of the test was reflected in the published score key. With the help of item analysis and exploratory factor analysis, the three datasets were comprehensively examined. The study concluded that the current norms for the test were of dubious validity and findings were replicated.

The study conducted by Chandraiah, Agrawal, Marimuthu, and Manoharan (2003) revealed that workload, both quantitatively and qualitatively, has been empirically tested. The main source of psychological and behavioural strain resulted in lowering of one’s psychological well-being due to heavy workload. Fairbrother and Warn (2003) conducted a research among naval officer trainees and found that stress was a cause of lack of clarity in the work role, disruption of everyday routine and disruption of personal life. The study established the decrease in levels of high psychological distress, but that decreases were less for socially and economically marginalized populations.

Increased emotional intelligence is relevant to organizational and individual development. While surveying 80 employees, Gardner and Stough (2003) examined the association within Emotional Intelligence, occupational stress and physical and psychological health. The study hypothesized that those reporting higher levels of Emotional Intelligence would be better in managing stress and would have better physical and psychological health than those reporting lower levels of Emotional Intelligence. The outcome of the study stipulated that the ability to identify and reveal emotions, to direct and control emotions were related to the wellbeing. Organizational structure appears to be influencing the work environment, performance, communication, motivation, job satisfaction, etc. Based on the concept of bureaucratic
orientation, Conner and Douglas (2005) described the relation between organizational structure, work stress and perceived strain. They proclaimed that highly-mechanized structures manifest different stressors for employees from highly organic structures. However, the extent to which these stressors consequence in perceived strain is also dependent on employees' predisposition toward dominance, autonomy, achievement, ambiguity and control. In their study, Marzabadi and Tarkhorani (2007) considered occupational stress as a harmful physical and emotional response that occurs when the necessities of the job do not match the capabilities, resources, or requirements of the worker.

Total elimination of occupational stress from the work place may not be possible. Most of the organizations are conducting training program to overcome the stress among the employees. With the help of whole team training programmes, Ryan et al. (2005) tried to address the issue of work-related stress, on a framework of largely ineffectual stress reduction training programmes extended towards individuals within the workplace. The findings revealed notable inferences to the conceptual, methodological and everyday organizational practice levels for approaching this central issue to the health of the workplace.

In work stress research the role of job characteristics in strain to be addressed in the light of changing working environment. Totterdell, Wood, and Wall (2006) studied that psychological strain in the characteristics of jobs involving high demands, less control and low social support. The authors surveyed portfolio workers to examine the association of working weeks that involve these characteristics and greater psychological strain. The authors revealed that the psychological strain varies with variations in job characteristics.
Organizational commitment is one of the key concepts of human resource management. Organizational practices, job involvement, job design, organizational commitment are interrelated. Many studies have identified the relationship among occupational stress in particular psychological strain with relation to organizational commitment (Jackson & Rothmann, 2006), duration of service in the present employment, duration of working hours, job insecurity and social support (Goldberg et al., 2001), external locus of control and negative effect (Botha & Pienaar, 2006).

Increased workload, time pressure and emphasis on quick career growth are enhancing the job demands in most of the organizations. It is leading to performing several roles by a same employee to sustain in highly competing environment. Lang, Thomas, Bliese, and Adler (2007) examined the role clarity, job demands and psychological and physical strain; moderating role of strain in the association between job demands and job performance. The authors found that role clarity has a moderating effect in the relationship between job demands-strain. Specifically, high job role clarity leads to less physical and psychological strain. Moreover, there is a significant mediating effect of psychological strain in the demands - performance relationship.

Nemours studies in different parts of the world indicate that workload, working condition, interpersonal communication and job satisfaction among the employees contribute to a better organizational climate. Study conducted by Kopp, Stauder, Purebl, Janszky, and Skrabski (2008) indicates that a bundle of stressful working and psychosocial conditions are accountable for a substantial part of variation in self-reported mental and physical health with work related factors. An investigation related to work depression among hotel employees in Central Florida was conducted by Pizam Shane (2009). The findings confirmed the frequency of depression among workers in
the hospitality industry by evaluating the relationship between the occupational stress and work characteristics.

Job stress, work place stress, role overload, role conflict, etc., are major components of occupational stress. The relationship and impact of these components on occupational stress needs to be explored. The components are indirectly bearing on job satisfaction and organizational commitment. The six factors identified by Nagesh and Murthy (2008) contribute to workplace stress i.e., demands of the job, control over work, support from colleagues and management, working, clarity of role, and organizational change. Training was one of the suggested measures to enable organizations and individuals to manage stress at workplaces in general and IT call centers particularly. A study was conducted among the police to find out work stress indicators and managing strategies among the police services in Botswana by Agolla (2009). This study revealed that the police work stressors are - getting injured while on duty and the use of force when the job demands to do so, etc. The coping strategies were identified as exercising, socializing, healthy eating or diets, career planning and employee training. Viljoen and Rothmann (2009) investigated the association between occupational stress, ill health and organizational commitment. The outcomes of the study revealed the significant relation between organizational stressors to ill health and low organizational commitment. The main cause of physical and psychological ill health came out as Stress about job security. Five stressors anticipated the Low individual commitment to the organization as - work-life balance, overload, control, job aspects and pay.

High level of employee turnover has adverse effect on organizational performance. There are several reasons for employee turnover including job dissatisfaction, better opportunities elsewhere, poor working conditions, etc. Debbie,
Arjan van, and Robert (2010) examined the turnover of highly educated employees in the hospitality industry and confirmed that the most important cause is psychological strain for turnover. The study did not find significant interaction effects with gender. Many recent studies have also evidenced that social support is the cause of moderate the relationship between environmental stress and psychological strain.

The cross-level effects of Psychological safety climate was investigated by Dollard et al. (2012) on psychological strain due to the work conditions. The results of Hierarchical linear modeling were predicted in the same work unit 24 months later which revealed that Psychological safety climate projects work conditions (workload, control, supervisor support) and psychological strain. Evidences showed that the relation between the group between unit Psychological safety climate and psychological strain was conciliated via Time2 work conditions (workload, job control) as well as Time1 emotional demands. In the similar context, investigations for mediating versus the moderating role of psychological detachment in the association between job stressors and psychological strain was done by Hartig (2013). A survey of 173 university students was conducted who find it difficult to detach strain from work. The results showed that psychological detachment plays an important role of a mediator in the relation between job demands and perceived stress. The association between job demands and satisfaction with life was also mediated by the detachment, although while controlling for negative affectivity, the association disappeared. Further, it was noticeable that Detachment did not mediate association between job demands and cognitive failures. Apart from this, any of the investigated relationships was not moderated by Psychological detachment.

Besides, organizational factors responsible for stress and strain, sufficient examinations has been directed on the correlation between demographic variables and
occupational stress. Mahmood, Zamir, Qurat-ul-Ain, and Zahoor (2013) investigated
the impact of age and management experience on occupational stress of academic
managers in the Institutions for Higher Education in Pakistan. Qualitative and
quantitative approaches have been used to explore the impact of age and management
experience of occupational stress by using a sample of 120 academic managers of
public sector institutions of higher education located in Punjab, Pakistan. Collection of
data was done using occupational Stress Inventory–revised (OSI-R) for the same. The
results revealed a note - worthy inverse relation in responses of academic managers
regarding the impact of age and management experience on occupational stress.

The literature on psychological strain discusses important issues that are
summarized as – Strain is an important factor to be considered as it originates from
work load among employees and reduces productivity. Other issues of occupational
stress are poor pay, working conditions, job clarity, role overload and role conflict etc.,
which leads to ill health and lower organizational commitment. This in turn results in
higher employee turnover. It has been observed that job clarity reduces job demand
stress and lowers physical and psychological strain. Eliminating stress completely from
the job set up is not possible and hence, companies look at stress reduction training
programs for the betterment of their employees. The previous studies have been
conducted on various groups such as academicians, university students, employees
from hospitality business, etc. Gender, age, and management experience of occupation
stress are some of variables on which studies are concluded. Therefore, to further
elaborate, the role of psychological strain in decision making styles is included in the
present study.
Decision Making Styles

Decision Making is an essential field in context of work and organizational psychology and it is a fundamental activity for manager. Employees at all levels in an organization continuously engaged in decision making and therefore it is considered an important skill regardless of the nature of the organization. Decision making is also derived from other fields of psychology like social, cognitive and personality. Quality of the decisions made by the manager reflects the effectiveness of the individual and it also affect the performance of the whole organization.

The earliest theories of Decision making attempted to describe how decisions should be made by proposing formal models of normative social and economic behaviour (Fishburn, 1988). However, normative theories of decision making are limited in their ability to predict human behaviour (Simon, 1957), the requirements for making a rational choice are not always met (Hickson & Khemka, 1999) and the cognitive processes believed to underpin decision making, such as memory and attention, are limited in their capacity (Baddeley, 1996; Broadbent, 1958; Miller, 1956; Waugh & Norman, 1965). These limitations has led to the development of modified models, such as Prospect Theory (Kahneman & Tversky, 1979) and Bounded Rationality (Simon, 1957), which attempt to identify the human limitations and biases for carrying out complex analyses and making rational choices.

Being in the organization mandates an individual to make rational decisions. Von Neumann and Morgenstern (1947) discussed that the rational choice of decision making of an individual is based on the subjective utility theory which assumes that decisions are made by quantifying the utility of an outcome and by subjective probability of occurrence. In the same stream, Simon (1957) proposed normative approach that attempted to identify the human limitations and biases for carrying out
complex analyses and making rational choices. Further in the argument Jung (1976) defined different psychological types based on heuristic approach. Attitudes and functions are the two elements that form the basis for decision making. The function is divided into perception tasks (sensing and intuition) and judgment tasks (thinking and feeling) and these influences largely the decision making. Another series of studies were derived by Johnson (1978) who proposed that making a decision involves attitudes, perceptions, information, and thoughts in his or her individualistic model of decision making styles. Author defined two basic processes in which individuals gather information: spontaneous or systematic and these define the decision making styles, they differ from one another based on the way in which the person reacts to events, makes commitments, and his or her orientation toward goals. He believed that while an individual’s psychological process or style will remain the same, his or her actual behavior may change to adapt to different situations.

To simplify some of the complex mental procedures involved in decision making, Kahneman and Tversky (1979) identified that people use a number of heuristics (mental short-cuts). The authors have presented people with questions constructed to offer a rational choice and an incorrect choice and the decision making naturally followed heuristic led thought process.

Though decision making process is standardized in the literature, types of decisions made by the managers are dependent on decision making styles of individuals. Decision making styles reflects the thinking and problem solving pattern of the decision makers. Harren (1979) described three decision making styles: rational, intuitive, and dependent. The individual who has a rational decision making style anticipates future situations, logical examination of the consequences, and makes decisions. The intuitive decision making style is marked by an attendance to personal
emotions, present feelings, and fantasy. The dependent decision making style involves the projection of responsibility for decision making onto others.

Major contribution to themes in psychological research on decision making were done by Scott and Bruce (1995) that concerns the identification of individual learned, habitual response pattern displayed by an individual while approaching a decision situation. It is not a personality trait, but a habit-based propensity to react in a certain way in a specific decision context. They proposed that people rely to different extents on five non-mutually exclusive decision making styles. The styles proposed are: 1) Rational style, characterized by comprehensive searches for information and logical evaluation of alternatives; 2) an Intuitive style characterized by attention to salient details and feelings; 3) a dependent style, characterized by a tendency to search for advice and support from others; 4) an avoidant style, characterized by a tendency to avoid decision making whenever possible; and 5) a spontaneous style, characterized by a tendency to complete the decision making process as quickly as possible.

The effectiveness of rational, intuitive, and dependent career decision making strategies for employees who had undergone a recent job change was analysed by Singh and Greenhaus (2004). The researchers reviewed the reasons for different relation among three types of decision making strategies with person–job fit. One approach was viewed as a career decision making strategy by the authors rather than as a trait or a dispositional style. Self-awareness and environment awareness mediate the relation between rational career decision making and person–job fit.

Different aspects of the decision making process were measured by Bruine de Bruin, Parker, and Fischhoff (2007) who evaluated them by using the consistency of a set of seven behavioral decision making tasks. Taking the diverse population, the tasks
were applied to individuals. Participants’ consistent performance was then aggregated into an Adult Decision making Competence (A-DMC) index. Overall A-DMC appeared in quantifying noteworthy relation with socioeconomic status, cognitive ability, and decision making styles. Participants who performed better on the A-DMC were less likely to report negative life events indicative of poor decision making. Thus, A-DMC appears to be a distinct construct relevant to adults’ real-world decisions as per their study.

In the process of decision making, Parker, Bruine de Bruin, and Fischhoff (2007) came to a notable feature that, the individuals who report a stronger tendency to maximize results are the one who are more likely to report other maladaptive decision making styles also. Such styles include - less behavioral coping, greater dependence on others, more avoiding of decision making, and greater experience of regret. Similarly, the outcome of participation in scenario planning are the decision making styles. Chermack and Nimon (2008). They explained the reason and the ways in which decision making changes as a result of participation in scenario planning activities. It was revealed that those people who rely on rational decision making styles (the idea that there is one “right” answer) will tend to reduce their reliance on that particular decision making style as a result of participation in scenario planning. People who tend to depend on rational decision making styles will tend to relocate themselves to the intuitive decision making styles as a result of participation in scenario planning. An increase in intuitive decision making style suggests that participants begin to draw more from their history and experience when considering decisions as a result of scenario planning participation. Finally, they concluded that individual reliance on avoidant and spontaneous decision making styles appeared to be reduced because of the scenario planning.
The direct effects of interactions among the magnitude of consequences and various types of proximity – social, psychological, and physical – on the ethical decision-making process was explored by Mencl and May (2009). They also investigated that how ethical decision making process in an organization is being impacted by empathy. Significant relations were found between the magnitude of consequences and principle-based evaluation, cognitive empathy and moral intention. This implied that, as the degree to which individuals take others’ perspectives in response to specific events increases, the more likely they are to consider their responsibilities toward others and form highly ethical intentions. Another dimension was covered by Salo and Allwood (2011) who examined the impact of decision making styles on various indicators of psycho-social health in relation to police investigators. The indicators of stress and burnout were found to be in association with high degree of Dependent and Avoidant decision making styles rather than the other decision making styles. These two styles were found to be associated with more problematic or negative features of decision making, and that includes - tendency to feel regret, less behavioral coping, and a greater tendency to maximize decision outcomes. These two styles and some indicators of stress with lesser wellbeing to a higher degree of stress were reported by female police investigators as compared to male investigators.

Further in the discussion, the impact of organizational factors on the styles of manager’s decision making and the difference between the perception of managers and employees on the styles used by managers was investigated by Adel and Mohammad (2012). The study found that organizational factors such as: size of the organization and the position of the director of the organization, in the organization’s hierarchy, influenced the style of the overall decision making by the manager. Also, there is a significant distinction between the perception of managers and staff about the style of
managers in decision making. In relation to the similar stream of knowledge, Allwood and Salo (2012) studied the influence of organization on the relation between decision making styles and stress. The study helped in analyzing the association between each of five decision making styles, including Rational, Intuitive, Dependent, Avoidant and spontaneous and two indicators of stress as Perceived stress and Sleep quality among administrative officers and investigators at Swedish public authorities. Results showed that both avoidant style and dependent style of decision making were notably related to higher perceived stress and poorer sleep.

Investigations regarding the personnel’s decision making styles through analyzing their thinking styles was conducted by Hosseini, Etebarian, and Zamani (2013). According to the authors, thinking style is not synonymous with the ability to think, but it is how to use one’s own potential. The study considered 5 decision making styles suggested by Scott and Bruce (1995) and 13 thinking styles by Sternberg (2003). The results depicted that Rational decision making is predictable by judicial and conservative thinking style. It was found that, the more is the external thinking style, the less is the intuitive decision making style. Legislative thinking style is one of the styles that can predict the immediate decision making style. Overall, the author says that by investigating the thinking styles, people can predict decision making styles easily.

It has been shown that attitude and functions i.e., perception tasks and judgment task play an important role in the process of decision making. Different decision making styles have been discussed, which reflects the thinking and problem solving pattern of the decision makers. Factors such as size of organization, position of the employee in the organization also influence the overall decision making by managers. Stress and burnout has been associated with avoidant and spontaneous decision making style that
is more problematic and reflect the negative feature of decision making. It in turn affects the employee’s behaviour i.e., the tendency to feel regrets and less behaviour coping is then seems to be in practice.

**Linking Self-efficacy, Psychological Strain and Decision Making Styles**

Self-efficacy and psychological strain have a lot of effect on decision making styles. Thus the three factors are highly interrelated. A brief review of certain studies are presented to further strengthen these facts. It has been claimed by Karasek (1979) that high levels of control buffer the negative effects of highly demanding jobs. The model explains that when job demands are high and decision latitude is low, strain is likely to occur. Litt (1988) suggested that self-efficacy plays an important role in affecting an individual’s ability and willingness to exert control. Diverse following studies on the association among job, stress and decision latitude as predictors of employee strain committed only the existence of additive main effects of the two predictors (Ganster & Fusilier, 1989).

Self-efficacy has an impact on the association between stressor and strain due to the reason because individuals having high self-efficacy are more probable to believe that they can prolong high levels of job performance in-spite of the presence of challenging job-related stressors. Another way in which self-efficacy may impact stressor–strain association is to understand the survival at the work place in the presence of stressors (Leiter, 1992). There have been few empirical tests of the moderating effect of self-efficacy as a moderator of stressor–strain relations despite the intuitive appeal. Furthermore, the results have been mixed. For example, Jex and Gudanowski (1992) verified a little that self-efficacy plays an important role in moderating relation between stressors and strains. In the same context, Matsui and Onglatco (1992) examined the diminishing role of career self-efficacy between occupational stress and strain. Self-
efficacy in three environments (i.e., conventional, investigative, and enterprising), three sources of occupational stress (i.e., role overload, responsibility, and role insufficiency), and four types of strain (i.e., vocational, interpersonal, psychological and physical) were evaluated with the help of 435 Japanese female office workers. The study revealed that total self-efficacy in the three environments abated the relationship between stress and strain which differs depending upon the nature of stress. It has been observed that, participants having low self-efficacy are reporting higher degrees of vocational strain keeping role overload and responsibility as salient. In contrast to it, participants having high self-efficacy were reporting to higher degrees of interpersonal and physical strain keeping role insufficiency as salient.

To predict whether coping style influences the impact of self-efficacy on stressor–strain relations, Jex, Bliese, Buzzell, and Primeau (2001) surveyed 2,293 members of the U.S. Army. They revealed that there are three ways of interactions among self-efficacy as - role clarity and active coping, work overload, and avoidance coping. The outcomes revealed that only when active coping was high, self-efficacy alleviated the effects of low role clarity on strain. Also, participants with high self-efficacy had lower strain levels as compared to participants with lower self-efficacy when there exists a situation of low work overload and high avoidance coping. A correlation between self-efficacy, coping with stress and goal-orientation in nurse managers was investigated by Kalkan, Odacı, and Epli Koç (2011). The results implied that the self-efficacy outcomes were notably correlated with learning goal-orientation, performance proving orientation subscale and self-confidence/approach subscale in nurse managers. Significant negative associations were revealed between self-efficacy scores and submissiveness/approach subscale of the Coping Styles with Stress Scale.
The study showed a positive, meaningful association between nurse managers' self-efficacy levels and learning goal orientation and performance-proving orientation.

Contributing further to the literature, the direct and moderating effects of self-efficacy and Chinese work values on association between job stressors and work well-being among employees in Hong Kong and Beijing were examined by Siu, Spector, Cooper, and Lu (2005). A survey was conducted with the help of self-administered questionnaire to collect data from 105 and 129 employees in Hong Kong and Beijing, respectively. The outcomes concluded that self-efficacy has a positive relation with the job satisfaction in both samples drawn at different places. For stress, self-efficacy came out as a moderator in some of the stressor-work well-being associations for both samples. There was a minimal direct effect of Chinese work values on work well-being, and the diminishing effects were moderately indicated in some of the stressor-job satisfaction relationships.

An investigation on the association between stressors, managerial self-efficacy (MSE) and job strains (job satisfaction, physical strain, and psychological strain) was revealed by Lu, Siu, and Cooper (2005) while taking a total of 450 enterprise managers in eight cities of the People’s Republic of China. The outcomes of the analyses supported that there is a positive association between the total stressors and physical and psychological strains Also it is related to the moderating effects of MSE on the stressor–strain relationship. While predicting physical strain, only the noteworthy diminished effect was found.

The Norwegian Teacher Self-Efficacy Scale was proposed and factor analyzed by Skaalvik and Skaalvik (2007). They also inspected the association among teacher self-efficacy, perceived collective teacher efficacy, external control (teachers' general beliefs about limitations to what can be achieved through education), strain factors, and
teacher burnout. For this purpose 244 elementary and middle school teachers were participated in the survey. The outcomes evidenced teacher self-efficacy conceptualization as a multidimensional construct. They revealed a strong support for six different but associated extents of teacher self-efficacy, which comprised in the following subscales: Instruction, Adapting Education to Individual Students' Needs, Motivating Students, Keeping Discipline, Cooperating with Colleagues and Parents, and Coping with Changes and Challenges. It was also revealed that teacher self-efficacy was intensely correlated with collective teacher efficacy and teacher burnout.

The roles of self-efficacy and an Employee Assistance Program (EAP) in employee burnout related with stress were explored by Yu, Lin, and Hsu (2009). For this purpose, 205 employees from high-tech industries in a Science Park in Taiwan were used in the survey for research. The outcomes showed that there can be an indirect - negative influence of stressors on burnout with the help of self-efficacy. The findings thus state that, more attention should be played by companies on the enhancement of employee self-efficacy in order to reduce employee burnout.

The moderate effects of job control and self-efficacy on the association between job demands and employee responses was inspected by Panatik, O'Driscoll, and Anderson (2011). Among 245 technical workers, Two-wave longitudinal study was conducted at a telecommunications company in Malaysia. The job demands-control model was disproved with the help of analysis. The variables of job control didn’t moderate the impact of demands on employee work-related psychological responses. However, psychological strain was influenced moderately because of self - efficacy (although not on job satisfaction or turnover intentions).

Lu, Chang, and Lai (2011) observed among Chinese employees that self-efficacy was moderating with stressor-strain relationships. Data was collected through
administering a questionnaire to 310 employees working in various companies in Taiwan. The results showed that lack of autonomy and interpersonal conflict as stressors were correlated negatively with job satisfaction. Job performance positively correlated with work load and negatively correlated with lack of autonomy. Self-efficacy with its moderating effects intensified a negative impact of lack of autonomy on job satisfaction, but safeguarded a negative influence of lack of autonomy on job performance.

Daskin (2013) examined that favouritism and self-efficacy are the antecedents to perceptions of organizational politics and job stress among hotel frontline managers in Turkish Cypriot hotels. Results revealed that self-efficacy decreased perceptions of job stress and organizational politics. Favouritism exerted a significant positive effect on perceptions of job stress and organizational politics. This study makes important contribution to the existing knowledge base by examining the effect of favouritism on perceptions of job stress and organizational politics because favouritism has the potential to create mistrustful working environment and causes real performers to engage in political games.

The relationship between self-efficacy and rational decision making approach has been noticed in a research by Mau (2000), who focused on career decision making styles in relation to self-efficacy. The study found that the rational decision making style was positively correlated with self-efficacy measures. This indicates that a preference for rational decision making is linked to higher self-efficacy and Americans incline to have higher self-efficacy than Asians. Thus, self-efficacy may be subject to cultural differences. Bandura (1977) claimed that individuals who consider themselves as competent are categorized as having high self-efficacy. Perceiving self-competence
and control are important parts of a rational approach to decision making (Scott & Bruce, 1995).

A study was conducted by Deniz (2006) to inspect the association among styles of coping with stress, decision self-esteem, decision making styles and life satisfaction. The sample survey included 492 university students. It was revealed that there is a positive association between life satisfaction and problem-focused on coping and seeking social support. It was also originated that life satisfaction has a notable association to decision self-esteem and all the decision making styles i.e., vigilance, buck-passing, procrastination, and hyper vigilance. In addition to it, note – worthy associations were found among coping with stress, decision self-esteem and decision making styles. A numerous decision making styles were given by the researchers and academicians. Amongst the same, Thunholm (2008) inspected the association in between five types of decision making styles and negative stress using military officers. The study concluded that the rational and intuitive styles are the dimensions of the cognitive style concept. The avoidant style was having a negative association with stress. There was, however, no distinction between the baseline measurements and the after-decision measurements, proposing that officers with an avoidant decision style may, in general, have higher levels of cortisol secretion (i.e., being more of the worrying kind).

Supporting the previous studies, Salo and Allwood (2011) investigated to know the strength of the relationship among decision making styles, judgmental self-doubt, work conditions and their wellbeing, stress, burnout tendency and sleep quality with the sample of investigative police officers. The study revealed that the Avoidant decision making style (tries to avoid making decisions) scored highest values and Dependent decision making style (dependent on advice from others before important
decisions) were associated with higher Performance based Self-Esteem, higher Perceived Stress and poorer sleep quality. The Avoidant decision making style was associated with lower Satisfaction with Life scale. Dependent and the Avoidant decision making styles were associated with higher influence experienced by others in the investigative work. Male investigators had higher mean values on Rational decision making style and female investigators had higher mean values in the Dependent decision making style. Female investigators also showed a higher degree of stress and performance-based self-esteem. Allwood and Salo (2012) investigated the relationship between decision making styles and Perceived stress and Sleep quality among administrative officers and investigators at three Swedish public authorities. The study revealed that Avoidant decision making style and the Dependent styles were significantly associated with high Perceived Stress and poor Sleep.

The study conclude that in order to succeed, organizations should focus on these three factors i.e., self-efficacy, psychological strain and decision making styles; as these three styles are interrelated which effects organizational performance.

**Need for the study**

Managerial employees of any organization perform the critical work. Hence, employees feelings are very important for being competent in carrying out their duties, it is therefore significant to determine how various variables affect feelings of self-efficacy, Psychological strain and Decision making styles. Existing research does not adequately address what characteristics affect the above study variables, particularly among the managerial employees. The current research addresses several organizational and demographic characteristics and assesses their relationship with self-efficacy, Psychological strain and Decision making styles among managerial employees in different sectors in India, which has not been comprehensively done in
any study till date. Determining what characteristics are related to feelings of self-efficacy, Psychological strain and Decision making styles will have implications for managers and supervisors regarding training, professional development, and creating a work environment that fosters competence among the managerial employees. Research questions were framed to answer some of the gaps found in the literature review, which led to be formulation of research questions, objectives and hypotheses

**Research Questions**

1. Are there any significant differences between managerial employees working in public and private sectors with regard to self-efficacy, psychological strain and decision making styles?

2. Are there any significant differences between long job tenured and short job tenured managerial employees with regard to self-efficacy, psychological strain and decision making styles?

3. Are there any significant differences between lower level and middle level managerial employees with regard to self-efficacy, psychological strain and decision making styles?

4. Are there any significant differences among eight study groups (2 sectors X 2 tenure X 2 levels) with regard to self-efficacy, psychological strain and decision making styles?

5. Whether self-efficacy has any significant impact on psychological strain and decision making styles of managerial employees?

6. Whether psychological strain has any significant impact on decision making styles of managerial employees?

7. Whether there is any significant relationship between demographic variables such as age, gender, marital status, family type, number of hours working per week and
number of employees reporting and psychological variables such as self-efficacy, psychological strain and decision making styles of managerial employees.

**Objectives**

The study is focused mainly on the following objectives. They include

i. to find out whether there are any significant differences between managerial employees working in public and private sectors with regard to self-efficacy, psychological strain and decision making styles;

ii. to find out whether there are any significant differences between long job tenured and short job tenured managerial employees with regard to self-efficacy, psychological strain and decision making styles;

iii. to find out whether there are any significant differences between lower level and middle level managerial employees with regard to self-efficacy, psychological strain and decision making styles;

iv. to find out whether there are any significant differences among eight study groups (2 sectors X 2 tenure X 2 levels) with regard to self-efficacy, psychological strain and decision making styles;

v. to study whether self-efficacy has any significant impact on psychological strain and decision making styles of managerial employees;

vi. to study whether psychological strain has any significant impact on decision making styles of managerial employees and

vii. to examine whether there is any significant relationship between demographic variables such as age, gender, marital status, family type, number of hours working per week and number of employees reporting and psychological variables such as self-efficacy, psychological strain and decision making styles of managerial employees.
**Formulation of Hypotheses**

The problem of the investigation is to study the impact of self-efficacy and psychological strain on decision making styles of managerial employees.

H1: There would be significant differences between managerial employees working in public and private sectors with regard to self-efficacy, psychological strain and decision making styles

H2: There would be significant differences between long job tenured and short job tenured managerial employees with regard to self-efficacy, psychological strain and decision making styles

H3: There would be significant differences between lower level and middle level managerial employees with regard to self-efficacy, psychological strain and decision making styles

H4: There would be significant differences among eight study groups (2 sectors X 2 tenure X 2 levels) with regard to self-efficacy, psychological strain and decision making styles

H5: There would be significant impact of self-efficacy on psychological strain and decision making styles of managerial employees

H6: There would be significant impact of psychological strain on decision making styles of managerial employees

H7: There would be a significant relationship between demographic variables such as age, gender, marital status, family type, number of hours working per week and number of employees reporting and psychological variables such as self-efficacy, psychological strain and decision making styles of managerial employees.