

Managerial Decision Making Styles as Predictors of Personal and Organizational Outcomes of In-Service Employees

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The current inquiry examined the effect of decision making styles on individual and organizational outcomes among employees of service providing organizations. The study was based on cross-sectional survey research design in which employees cross-rated their managers on decision making styles and rated themselves on outcomes. Data of 300 employees were collected with eleven reliable and valid questionnaires. Multiple regression revealed that rational style positively predicted self-efficacy, job satisfaction, procedural justice perceptions and negatively predicted innovative work behaviour and stress. Intuitive style positively predicted life satisfaction, self-esteem, job satisfaction, job performance, innovative work behaviour, and negatively predicted stress. Dependent style positively predicted stress. Avoidant style positively predicted stress whereas negatively predicted job satisfaction, perceived procedural justice, job performance and organizational performance. Spontaneous style positively predicted stress and innovative work behaviour.

Keywords. Decision making styles, personal outcomes, job outcomes, intuitive, self-esteem.