

# **Decision Making Capability of Management & Its Optimum Effectiveness with Competent Technical Skills in Business Process Management**

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## **Abstract**

Decision-making is one of the vital roles of competent technical skills that helps in the effective functioning of business management. The development in business strategy has made a way to develop the technical and non-technical skills of both managers and employees. The analysis of the technical and non-technical skills of the manager is essential in the growth of business management. This article aims to analyse the competent technical skills of the managers those aid in taking efficient decisions. The analysed competent skills of managers included technical skills, listening skills, documentation, external support in solving the issues, standard decision, lesson learned, and correct decisions. The data was collected through an online survey from 90 respondents and analysed in SPSS using frequency analysis and factor analysis. The study finds that the manager's competent and technical skill is vital in the decision-making process. The study identified the nine most influential factors that contribute to a manager's competent and technical skills. Further, the compliance and non-compliance rate on identified factors were explored and interesting results were obtained. The effectiveness of these skills leads to a successful organization.

## **Keywords**

Decision-making, Competent Technical Skills, UAE, Managerial Skills, Status, Correct decisions, Listening Skills.

## **Introduction**

The business strategy is a vital and vigorous entity that boost the company's profile and status. Many multi-national organizations are focusing on this part in recent years. Compared to the last centuries, the business is growing in all aspects both in developed and developing countries. The increment in the development of business has resulted in the demand for technical managers and skilled workers. It is known without any doubt that business management with professional works results in enhancing the productivity and economy of the company (N.M. Scarborough., et al. 2016). The third International Master Plan meeting conducted in Malaysia stated that the skilled workers sacrifice is necessary to improve the quality of business targets in various sectors. The economic growth and development in the business sector have made the demand to improve the quality of the works. Analysing and maintaining effective technical skills is necessary for a business corporation to improve healthy competition within the sector. In this context, improving the knowledge and need of skilled workers is an essential factor for the success and development of the business. This is also asserted by (K. M. Salleh and N. L. Sulaiman, 2015) that there is a greater need for skilled workers for business management efficiency in developed and developing countries.

It is imperative to analyse the quality of employees through their technical skills. Apart from the formal education system, the employees need interpersonal skills for the development of the business. The technical skills among workers are necessary for all the business positions that cannot be achieved quickly but must be gained by experiences. The employees' skills are much necessary for effective communication, decision making, cooperating with the teamwork, and managing conflicts. The technical abilities involve technical competence and expertise in a particular field of business (D. Roepen., et al, 2017). The technical skills or hard skills are associated with the proper knowledge background and the hands-on tools and equipment related to the work field. Business knowledge, the use of modern tools, the development of the solution, environmental and sustainability are important technical skills essential for the employees. The advancement in technology must be overcome and used by the employees to enhance the business strategy. Generic skills, employability skills, soft and core skills, key, and transferable skills, essential, adaptive, and functional skills are the different factors involved in the technical skills domain. The generic skills include organizing activities, using technology, solving problems, using mathematical ideas, communicating ideas, and collecting accurate information (T. Rustlers., et al, 2014). The employability skills involve teamwork, proper communication, interpersonal skills, flexibility with others, customer service skills, being responsible, having self-esteem, enterprise, and innovation skills.

Employability skills are the potential to manage individuals and groups that help in a good workforce (J. L. Bailey., et al, 2014).

Some of the other important concepts of skills involve reading, writing, listening, speaking, creative thinking, decision making, responsibility, sociability, self-management, integrity, honesty, time management, and handling money. The effectiveness of business management involves the skills to have good productivity in the workflow. The development in business strategy has made way for the development of the technical and non-technical skills of both managers and employees. The analysis of the competent technical skills of the workers is essential in the growth of business management. Leaders' and managers' vital role is to encourage workers to create and execute new ideas that would increase business management (M. A. M. M. Kerrin., et al, 2014).

In past, most of the researchers focused on the level of organizational analysis, instead, they have ignored individual roles of idea development, advocacy, and implementation which is the important cause of less business innovation. The behavioural study focuses more on an employee's creativity, where innovative approaches are often less discussed (S. Danks., et al, 2017). The decision-making must have a long-term aspect of solving the problems that produce industry effectiveness for many years. The significance of decision-making must be comprehensive, extensive, and must be a prompt process (N. Wilton., et al, 2017). This article aims to analyse the impact of Competent Technical Skills in decision-making on business management. Potential technical skill, listening skills, documentation, external support to solve the issues, standard decision taken, lesson learned, the impact of decisions on the company's growth, decision on forced situations, and the percentage of correct decisions are the factors addressed in this survey research.

## **Methodology**

From the exhaustive literature review, it was found that the development and innovation of the business rely heavily on the competent technical skills of workers. However, it was also noted that there is a lack in the analysis of the technical competence of the managers in past studies. This drawback would be the demerit in the growth of the business. This study focused on technical competence likewise listening skills, documentation, problem-solving, decision-making, discussion with the employee, etc., as an important aspect for the growth of the business. This survey's objectives were set to understand the technical competence of the managers and employees that includes potential technical skills, listening skills, documentation, external support to solve the issues, standard

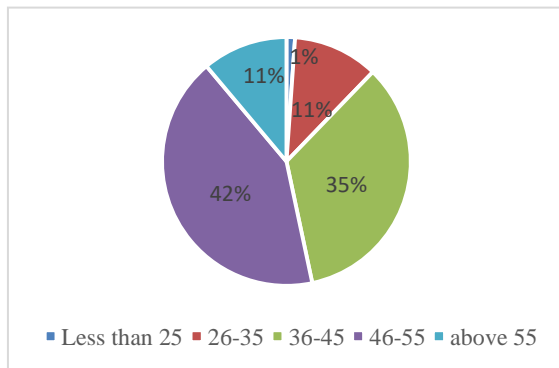
decision-making skills, lessons learned, discussion with team members, and to measure the magnitude of correct decisions they made.

The conceptual framework of this study was formulated by corporate interlock and growth factors. This authenticates that the samples were not randomly selected downstream side throughout the command line to move forward with exceptional accreditations. The survey includes an approach for analysing the current situation, challenges in growth, new ideas for development, and measuring and validating the results. The research design includes the desirable variables of the questionnaire survey that is used for measuring organizational growth by identifying the causes of factors affecting business management. The operating boundaries of the variables were defined with the control and the measures of analysed critical factors.

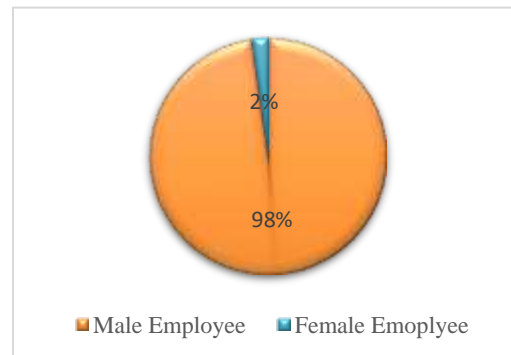
### **1. Data Collection and Analysis Method**

The data was collected with the aid of an approved questionnaire. The respondents of this survey were included the employees who know all the views of research problems. The collected data were used to understand the organization level of competent technical skills, followed by testing through variables, measuring the success factors, and optimizing the proposed success results. The data was collected with the actual decisions and through existing network performance. The primary research is carried out in a new research approach; it involves a nominal group to identify the variables and obtaining the questionnaires. Secondary research is the desk research that involves the information from the primary analysis. The secondary information was obtained from the literature review in the Middle East countries. The sampling and sample size of the present study was utilized from the operation and service corporations in the U.A.E. Considering the above population and the specific requirement of involvement, the judgmental sampling technique was used in this study. The survey involves 90 responses with a more than 30% response rate. The survey analysis was carried out critically with reliability and sample adequacy. Cronbach's Alpha was used to analyse the samples' reliability, and the Kaiser-Meyer-Olkin Measure (KMO) test was used to check the sample's adequacy before performing the factor analysis. Factor analysis is used to identify the most influential factors. An online survey form method was used to collect the questionnaire data. The questionnaire survey was prepared in English in which the respondents were given the freedom to choose the answers based on their experience in business processes and activities. The survey results were later analysed in Statistical Packages of Social Sciences (SPSS). The SPSS is a powerful tool which was analysed in many several studies based

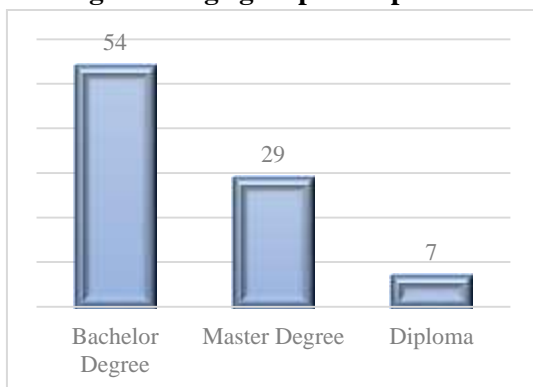
on survey such as (A. R. Khoso., et al, 2018). The demographical part of respondents is illustrated in Figure 1-4.



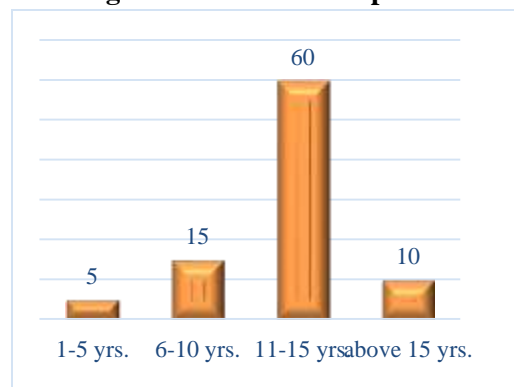
**Figure 1 Age group of respondents**



**Figure 2 Gender of respondents**



**Figure 3 Educational background of respondents**



**Figure 4 Experience levels of respondents**

## Data Analysis

The data was analyzed directly in SPSS software. Before beginning with factor analysis, a few primary tests are mandatory to conduct. In this regard, the reliability (internal consistency) and KMO test were performed. The step-by-step analysis results are presented in the following sub-sections.

### 1. Reliability Testing Analysis

The reliability of the data was verified by Cronbach's Alpha tool developed by Lee Cronbach in 1951. The alpha has the theoretical value from zero to one between the two variances. The values with the highest alpha are the more reliable value. Most of the analysis needs reliability values above 0.70 which is obtained from substantial samples with the thumb rule, which is obtained before instrument analysis (A. Raza Khoso., et al, 2020). The alpha value of 0.79 is observed in the domain of Competent Technical Skills which is considered as an acceptable value.

## 2. Sample Adequacy Test Analysis

The adequacy of the data was analysed by Meyer-Olkin Measure KMO test which is carried out in the SPSS tool. The KMO statics varies between zero and one. The value “1” indicates the correlation pattern compact in which more than 0.5 is the acceptable value for the factor analysis (H. F. Kaiser., et al, 1974). The KMO values of the given sample were found as 0.75, which falls in the adequate range of KMO measures. Therefore, the factor value is considered an adequacy value.

## 3. Factor Analysis for Identification of Significant Variables

The SPSS tool was used to analyse the factor for the identification of significant variables related to the Competent Technical Skills domain from the complete list of 64 processed variables. As per (A.M. Alashwal., et al, 2017), variables with a factor loading of more than 0.5 can be considered to have practical significance in the SPSS output. The factor loading was computed using the survey response gathered on a five-point Likert scale. To identify their significance, the loadings in the rotated component matrix for each category wise process variable were taken up. Therefore, to identify the variable with a factor loading of more than 0.5, the factor analysis output for each category as obtained was taken up for detailed interpretation. The rotated component matrix (also referred to in factor analysis as the rotated factor matrix) is a matrix of factor loadings of each variable on each factor. The factor loading values of each factor is computed and illustrated in Table 1.

**Table 1 Factor Loading Values of Identified Variables**

S. No.	Code	Description of Process Variable	Factor loading values	Ranking
1	CT01	Manger’s good technical skills in decision making.	0.617	5
2	CT02	Importance of listening to employees in the decision-making process by the manager.	0.692	3
3	CT03	Documentation of decisions with technical justifications, and inputs from employees.	0.598	7
4	CT04	List of issues that require external support is documented.	0.563	8
5	CT05	Availability of lessons learned database of the company, and consultation before decision making.	0.558	9
6	CT06	Decision-making as per standard workflow process and standard operating procedures.	0.792	2
7	CT07	Contribution of decisions in the company's growth profile.	0.893	1
8	CT08	Manager’s capability of decision-making in urgency without stakeholder consultation.	0.612	6
9	CT09	Percentage of the correct decision by Manager in past.	0.642	4

According to the survey analysis mentioned in Table 1, all the identified variables have factor loading values greater than 0.5. This indicates that the variable is of high importance. Further, the ranking of variables is also provided in Table 1. As per the ranking analysis, the top variable is found as „contribution of decisions in company's growth profile“ with factor loading value of 0.893, followed by „decision-making as per standard workflow process and standard operating procedures“, and „importance of listening of employees in the decision-making process by manager“ with factor loading value of 0.792, and 0.692 respectively. Furthermore, the ranking of the remaining factor is presented in Table 1.

### **Compliance and Non-Compliance Variables' Results**

This section aims to identify the current status of variables in various organizations. To investigate the current situation, a questionnaire survey is prepared, and a few questions were set based on top-ranked factors identified through factor analysis. The questions were raised to determine the opinion of participants those are working in various firms. The data was gathered on a two-level scale either factor is compliance or not with different explanations as demonstrated in Tables 2 and 3. The response on each variable was gathered and presented in Table 2 and 3.

**Table 2 Ranking of Compliance Process Variables for Competent Technical Skills**

CODE	FACTOR	COMPLIANCE - HIGHEST	DESCRIPTION
CT07	Do you feel decisions made in your department contributes to company's growth profile.	95.50%	Yes, i feel it contributes to company's growth
CT02	My manager listens to employees in decision making process.	88.80%	My manager listens to employees before making decisions
CT04	List of issues which requires external support is documented	82%	Yes documented
CT06	Do you feel all decisions are taken as per standard workflow process and standard operating procedures?	81.80%	Yes, i feel all decisions are taken as per standard process
CT05	Lessons learned database of the company is available and consulted before decision making.	68.20%	Yes consulted
CT08	Do you feel situation forces your manager to take decisions in urgency without all stakeholder 's consultation?	54.70%	No, I feel he is given required time in taking his decision
CT01	My manager has good technical skills of decision makers	53.90%	My manager has appropriate required skills for the decision making
CT09	In your opinion how many percentages of your department decision is correct to the best of your knowledge	49.40%	60% to 80% of decisions are correct to the best of my knowledge
CT03	All decisions are documented in our department with technical justifications, and evaluated after inputs received from employees	22.70%	Decisions documented with technical justifications and employees' opinions

**Table 3 Ranking of Non-Compliance Process Variables for Competent Technical Skills**

<b>CODE</b>	<b>FACTOR</b>	<b>NON COMPLIANCE-HIGHEST</b>	<b>DESCRIPTION</b>
CT08	Do you feel the situation forces your manager to take decisions in urgency without all stakeholder's consultation?	45.30%	Yes, I feel the situation forces him
CT03	All decisions are documented in our department with technical justifications and evaluated after inputs received from employees.	18.20%	Decisions documented - but Without justifications
CT05	Lessons learned database of the company is available and consulted before decision making.	18.20%	No such database available
CT06	Do you feel all decisions are taken as per the standard workflow process and standard operating procedures?	18.20%	No, I feel decisions are not made as per standard process
<b>CODE</b>	<b>FACTOR</b>	<b>NON COMPLIANCE-HIGHEST</b>	<b>DESCRIPTION</b>
CT04	A list of issues that require external support is documented.	18%	No such list is not available
CT01	My manager has good technical skills as decision-maker.	12.40%	My manager has fewer skills than required for decision making
CT02	My manager listens to employees in the decision-making process.	11.20%	My manager does not listen to employees before making a decision
CT07	Do you feel decisions made in your section/department contribute to the company's growth profile?	4.50%	No, I feel it is not really contributing to company's growth
CT09	In your opinion how many percentages of your department decision is correct to the best of your knowledge	1.10%	Less than 20% of decisions are correct to the best of my knowledge

The survey on the manager's good technical skills in decision making represents that 53.9% of responses stated that the manager has the appropriate required decision-making skills. 33.7% stated that their managers have great decision-making skills, and 12.4% respondent that the manager does not have the required skill in decision making. For the



factor of the managers making decisions by listening to the employee's ideas, 88.8% of respondents that their managers listen to the employee before making the decision, and 11.2% stated that their managers do not listen to the employee before making decisions. However, the highest percentage of responses came on the compliance side.

The documentation of decision with the technical justification and inputs from the employee revealed that 59.1% of the respondents stated that documentation was correctly maintained. 22.7% says that documentation was made with the technical justification and from the inputs received from the employee, and 18.2% states that the decision was documented without the technical justification. The survey response on the documentation of a list of issues that needs external supports shows that 82% of respondents stated that the list of issues on the need for external supports is documented, and 18% stated that the list of issues is not documented. The responses were also gathered on the decision-making made with the knowledge from the database, which is available and consulted. In reply to this variable, 68.2% stated that the decision was consulted before making them into implementation. 18.2% response stated that the database is not available for decision-making, and 13.6% response says that the database is available, but it is not consulted before making decisions. Later the response on a variable that the decision is taken with the standard workflow process and standard operating procedures was analysed. Here, 81.8% of participants stated that the decision is taken by the standard process, and 18.2% stated that the decision is not made as per the standard process.

Another variable was analysed i.e. the decision made is helpful for the growth of business management or not. In response to this, 95.5% of participants stated that they feel the decisions made are helpful in the growth of the company, and the remaining 4.5% stated that there is no growth in the company on making the decision. According to survey results on the factor, there is a forceful situation for the managers on deciding without consultation with stakeholders, 45.3% stated that the managers are made to take the decision in the forceful situation, and 54.7% says that the managers are given the required time to make decisions with the stakeholder's consultations. The percentage of correct decisions is also analysed in the end. According to results, 49.4% of respondents stated that 80% to 100% of decisions made are accurate, and 42.7% stated that 60% to 80% of the decisions made are correct. The remaining stated that only less percentage of decisions made are correct.

## **Discussion**

According to the aforementioned obtained results, the majority of managers are found with competent technical skills in decision making. The results demonstrate that the managers are also in good relations with their employees and have good coordination with employees and respect them. In analysing the influence of managers on business management, the main concern was on leadership behaviours and styles rather than the technological competencies of managers, resulting in a significant lack of literature. The Royal College of physicians suggests the vital qualities of leaders that include managerial competence, styles, and behaviour on focusing technical competence (J. Chatterjee., et al, 2017). The current survey has highlighted the competent technical skills of managers and their behaviour with the employee. Managers must show the highest standards of technological, conceptual, human, financial management, and leadership qualities for business management competencies. This has established technical competence in high-performance teams, which is an essential managerial attribute which is also confirmed by (L.M. Spencer., et al, 2008). If the manager is technically competent, the teams would be more innovative as the leader knows the technical details of the work of his team members. This can evaluate and align the subordinate goals with team and organizational goals. The manager is a driving force behind the innovative ideas of employees and their potentials to develop up to-date technological solutions to challenges they face.

Besides, documentation is an important process in business management which helps in tracking progress. The documentation process must be true and reliable which helps in the analysis of the business. The document is the key process in information assessment and business management. Failure in proper documentation would lead to delay and incorrect decision making. It will also help in high consistency and reliable process in business management as suggested by (J. Rakos., et al, 2015). Though there are many issues to maintain the documentation, it would produce trust and effective output on decision making. Proper documentation is an important factor of competent technical skills. The documentation has also been linked with other competent technical skills like communication, financial management, and understated with the team members.

The process of using available knowledge will help in the better progress of decision making. The knowledge must be gained both from the available database and standard workflow. This knowledge must be used for the effective productivity of the company. To improve the business productivity and growth, the innovativeness and learning capabilities of the organization are essential. In addition, the potential for organizational

creativity and learning depends on the knowledge and skills of both managers and employees (L. Wen., et al, 2017). Scholars believe that an effective business depends on the person, who makes an effort to learn by collecting, exchanging, and combining knowledge, evaluating information-based hypotheses, analysing and discussing hypotheses, and experimenting (T. T. Phong., et al, 2018).

Making decisions with competent technical skills will always help in the growth of business management. The manager should not be given pressure to take forceful decisions. Decision-making is also associated with belief, perceptions, and knowledge that has been reported in many types of research. Research has shown that decision-making is a process in which available knowledge is used and new knowledge is produced, and it is preferable to support these processes as simple, yet it is an effective support tool. The business activities in the surrounding environment are getting update instantly. The main reasons for this complexity are increasing volumes of information for certain business activities, increasing numbers of information sources, and multiplying data and information handling technologies. This is especially true for decision making which must include all necessary details, information, and knowledge of decision-makers in order to make effective decisions. The strategy of good decision-making includes planning, analysis of literature, and meta-analysis. Taking decisions with available knowledge and standard protocols will always help in getting accurate results. Competent technical skills also play a vital role in making accurate decisions. The manager must be able to maintain a quality relationship between the organization and the team members. The literature suggests that technical competence depends on the understanding between the members and organizational culture. The theory of organizational learning emphasizes the importance of leadership support in creating an environment that encourages learning and HR activities, promoting the growth of business management. The manager must be holistic and be in good understanding with the team members. It also suggests that the manager must have technical skills that not only improve his knowledge but also help the employee to develop technical skills (J. P. Shahidul Hassan., et al, 2016). The role of the manager is highly important for the technical competence that must be able to create a learning environment with the employee.

## **Conclusion**

The current research has identified the influence of competent skills on the progress of decision making. This study suggests that decision making could be efficient if the manager is competent and have sufficient skills. Another competent skill of a manager is listening to the ideas of the employee while making a decision. As discussed, the new

innovative ideas from the employee will create effectiveness in the making decision. The managers must be able to understand and coordinate with the employee for making better decisions. The results suggest the impact of the documentation process in decision making also. The managers must record the ideas and business issues that would enhance the business management process. The decision making must be achieved by proper technical knowledge from the database and standard workflow which must be executed properly. The decision taken with the competent technical skills will help in good productivity of the business which could be observed from the survey responses. The manager should not be forced to make an immediate decision, but proper time must be given, as contrast making fast decisions is one of the competent technical skills. The decision taken by the manager with competent technical skills will always prove higher effectiveness in business. The limitation of this study includes a lack of describing the other competent technical skill in influencing decision making. Further, this survey can be analysed with more samples of different sectors of business and from different regions. This research survey would help produce knowledge for developing competent technical skills that would enhance the development of business management.

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